People matter survey 2023

Have your say

Mallee 5.7%

Hume 5.6%

Grampians

Barwon South West 7.8%

Gippsland 5.2%

	Barwon South West	Gippsland	Grampians
	10.8%	3.0%	2.6%

People matter survey

2023

Have your say

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- Your response rate

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- Questions on topical issues, includes additional questions that support the Gender Equality Act 2020

Custom questions

- Questions requested by your organisation

Demographics

- Age, gender, variations in sex characteristics and sexual orientation
- Aboriginal and/or Torres Strait Islander
- Disability
- Cultural diversity
- Employment
- Adjustments
- Caring

Victorian Public Sector Commission

VICTORIA State Government

Report overview

About your report

The results in this report help your organisation build a positive workplace culture with integrity that live the public sector values.

Report contents

The visual on the right shows you what sections we've included in this report for your organisation's survey results.

Comparing data in this report

Your organisation took part in the survey in 2021 and 2022.

This means you'll be able to compare about 91% of this year's survey with your previous results.

Rounding of percentages

In this report, we round numbers up or down to their nearest whole percentage.

This means some percentages may not add up to 100%.

Survey questions and definitions

Download Survey questions: Survey questions: People matter survey 2023 (DOCX, 83 pages) to see how we asked questions and defined concepts in the 2023 survey

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Report overview

Privacy and anonymity

To protect you, we:

- use an anonymous survey link and everyone in your organisation receives the same survey link
- de-identify all survey response data provided to your organisation
- don't collect your name, date of birth or employee ID
- don't release employee experience results when fewer than 10 people in a work group have responded to the survey
- don't release employee experience results for demographic groups where organisations have fewer than 30 responses in total
- don't link the free-text comment reporting to any other survey information

Read more in our privacy policy.

Report overview

Survey's theoretical framework

What this is

The framework provides an overview of the workplace factors and outcomes that the survey measures.

Why this is important

Based on theory and research, the framework focuses on core themes that help guide organisations in creating better workplaces.

We developed the framework in consultation with stakeholders from the public sector and Deakin University.

Our public sector values

The public sector values inform the professional and ethical conduct of everyone who works in the public sector.

As such, these values underpin the theoretical framework of the survey.

There's a strong link between workplace culture and how staff perceive their organisation lives the public sector values.

Senior leadership → **Organisation climate** → **Workgroup climate** → **Job and manager** → **Outcomes**

Senior leadership
- Lead the organisation
- Set the culture
- Lead by example
- Actions influence outcomes

Organisation climate
- Organisational integrity
- Safety climate
- Patient safety climate
- Collaboration

Workgroup climate
- Quality service delivery
- Innovation
- Workgroup support
- Safe to speak up

Job and manager
- Manager leadership
- Manager support
- Workload
- Learning and development
- Job enrichment
- Meaningful work
- Flexible working

Outcomes
- Engagement
- Satisfaction
- Wellbeing – work-related stress
- Wellbeing – job-related affect
- Intention to stay
- Acting on negative behaviours
- Inclusion

The public sector values that underpin the framework and all public sector organisations

Responsiveness   Integrity   Impartiality   Accountability   Respect   Leadership   Human Rights

Report overview

Your comparator group

What this is

This is a list of similar organisations to yours.

We try to make sure they're in the same industry your organisation is in.

Some organisations may not have taken part in the survey previously. This means your comparator group may be different to previous years.

How we use this in your report

In this report, we compare your organisation's survey results to your comparator group's results.

This is so you can compare how your organisation is doing in your industry or to similar organisations.

We refer to your comparator group in this report as 'comparator'.

Department of Education

Department of Energy, Environment and Climate Action

Department of Families, Fairness and Housing

Department of Health

Department of Jobs, Skills, Industry and Regions

Department of Justice and Community Safety

Department of Transport and Planning

Department of Treasury and Finance

State Revenue Office

Victoria Police

Report overview

Your response rate

What this is

This is how many staff in your organisation did the survey in 2023.

Why this is important

The higher the response rate, the more your results will reflect how staff feel.

If less than 100 completed the survey, consider how much one person could change your results.

For example, if only 25 people did the survey, 1 person would account for 4% of any result.

In this example, if your survey result and comparator group result or previous survey result are within 4% of each other, there is very little difference in the results.

How to read this

The number in the brackets () shows how many staff completed the survey this year.

We've also expressed this as a percentage of all the staff who work in your organisation.

2022

86%
(828)

Comparator	64%
Public Sector	42%

2023

91%
(469)

Comparator	62%
Public Sector	57%

People matter survey

2023

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Victorian Public Sector Commission

VICTORIA State Government

People outcomes

Scorecard: employee engagement index

What this is

Engaged employees are committed to their organisation's goals and values, and motivated to contribute to organisational success.

The employee engagement index is a score out of 100. It is a weighting of all engagement question responses.

The weightings for each engagement response are:

- strongly agree is 100 points
- agree is 75 points
- neither agree nor disagree is 50 points
- disagree is 25 points
- strongly disagree is 0 points

Why this is important

High engagement may lead to greater satisfaction and lower absences, turnover and workplace stress.

2022	
70	
Comparator	69
Public Sector	68

2023	
74	
Comparator	67
Public Sector	67

People outcomes

Engagement question results 1 of 2

What this is

This is the overall sense of pride, attachment, inspiration, motivation and advocacy your employees have for your organisation.

Your organisation's engagement index

Your 2023 index is 74.

Why this is important

High engagement drives greater productivity, employee wellbeing and lower absences, turnover and workplace stress.

How to read this

Under 'Your results', see results for each question in descending order by most agreed.

'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.

Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.
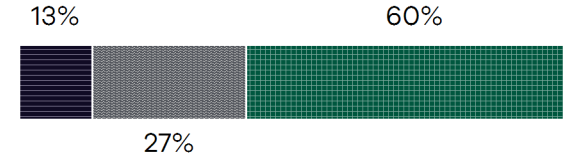
Example

84% of your staff who did the survey agreed or strongly agreed with 'I am proud to tell others I work for my organisation'.

Survey question	Your results		Benchmark agree results					

Legend:
■ Disagree   ▨ Neither agree nor disagree   ▦ Agree

Survey question	Your results	You 2021	You 2022	You 2023	Comparator Lowest	Comparator Average	Comparator Highest
I am proud to tell others I work for my organisation	4% / 12% / 84%	87 %	79 %	84 %	60 %	70 %	84 %
I would recommend my organisation as a good place to work	7% / 13% / 80%	83 %	74 %	80 %	52 %	65 %	84 %
My organisation motivates me to help achieve its objectives	8% / 14% / 78%	74 %	70 %	78 %	50 %	64 %	80 %
My organisation inspires me to do the best in my job	7% / 17% / 76%	72 %	68 %	76 %	49 %	62 %	78 %

People outcomes

What this is

This is the overall sense of pride, attachment, inspiration, motivation and advocacy your employees have for your organisation.

Your organisation's engagement index

Your 2023 index is 74.

Why this is important

High engagement drives greater productivity, employee wellbeing and lower absences, turnover and workplace stress.

How to read this

Under 'Your results', see results for each question in descending order by most agreed.

'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.

Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

60% of your staff who did the survey agreed or strongly agreed with 'I feel a strong personal attachment to my organisation'.

Survey question

Your results

Benchmark agree results

Legend:
- Disagree
- Neither agree nor disagree
- Agree

I feel a strong personal attachment to my organisation

13% | 27% | 60%

	You			**Comparator**		
2021	2022	2023	Lowest	Average	Highest
66 %	54 %	60 %	48 %	57 %	64 %
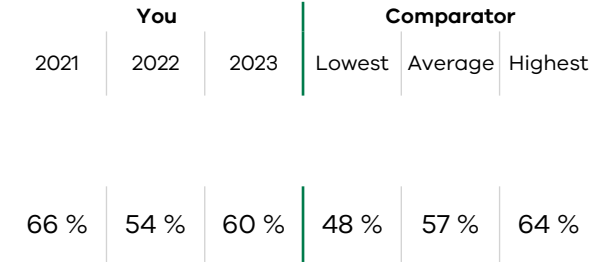
People outcomes

Scorecard: satisfaction, stress, intention to stay, inclusion

What this is

This scorecard provides overall results for satisfaction, high to severe work-related stress, intention to stay and inclusion.

There are more people outcomes scorecards throughout this report.

Why this is important

This page shows which outcomes are performing well and which outcomes you can look to improve.

How to read this

Each label represents a group of questions in the survey about people outcomes.

Each result is the overall percentage of positive responses for your organisation, comparator and public sector.

Example

In 2023:

- 81% of your staff who did the survey responded positively to questions about Inclusion which is up from 80% in 2022.

Compared to:

- 78% of staff at your comparator and 78% of staff across the public sector.
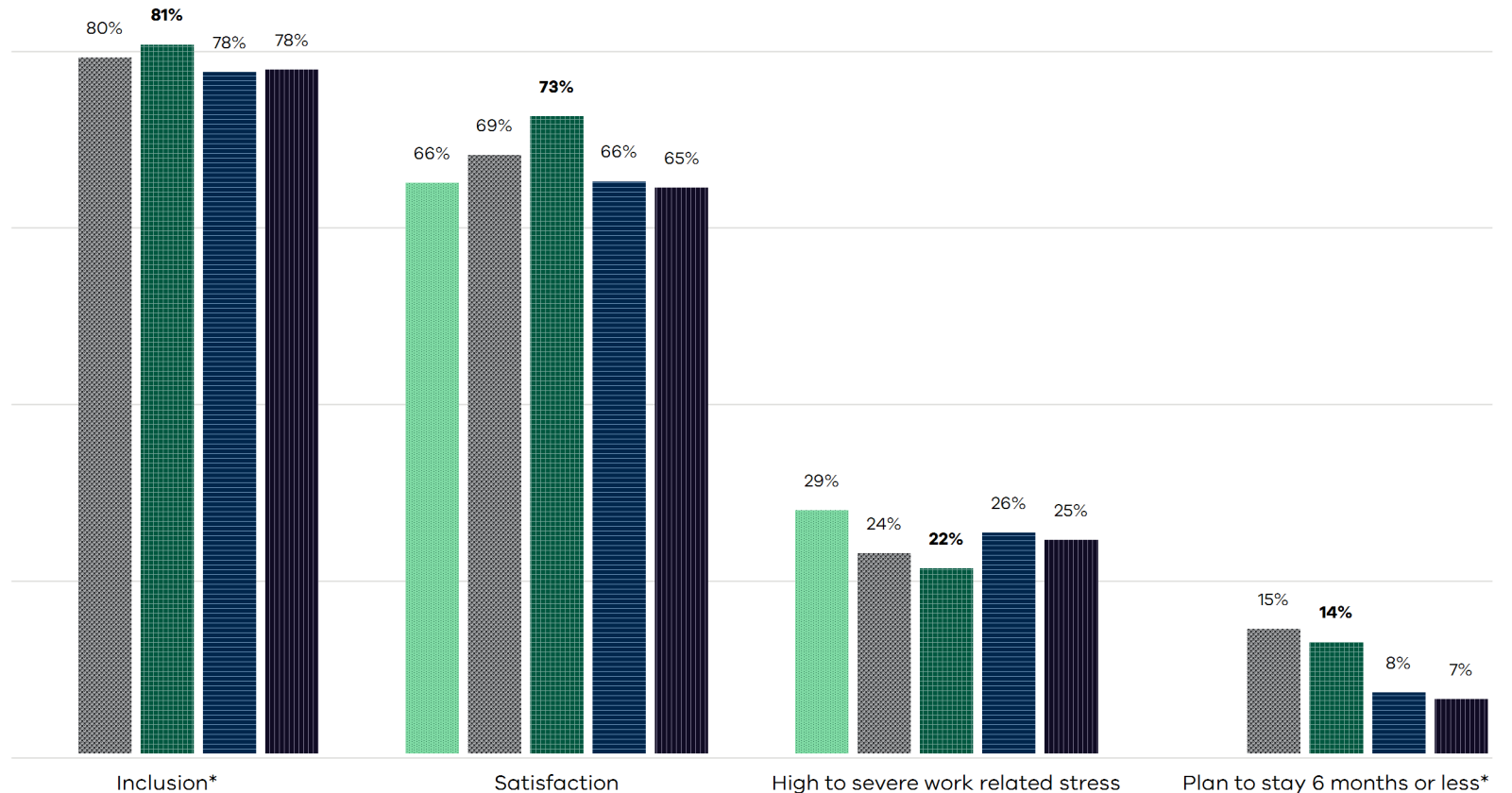
Inclusion*: You 2022 80%, You 2023 81%, Comparator 2023 78%, Public sector 2023 78%

Satisfaction: You 2021 66%, You 2022 69%, You 2023 73%, Comparator 2023 66%, Public sector 2023 65%

High to severe work related stress: You 2021 29%, You 2022 24%, You 2023 22%, Comparator 2023 26%, Public sector 2023 25%

Plan to stay 6 months or less*: You 2022 15%, You 2023 14%, Comparator 2023 8%, Public sector 2023 7%

*We can't compare some data here because one or more questions were not asked in a previous survey

Legend: You 2021 | You 2022 | You 2023 | Comparator 2023 | Public sector 2023

People outcomes

Satisfaction question results

What this is

This is how satisfied staff are with their jobs, work-life balance and career development.

Why this is important

High satisfaction may lead to improved engagement, performance and lower absences and turnover.

How to read this

Under 'Your results', see results for each question in descending order by most satisfied.

'Satisfied' combines responses for satisfied and very satisfied and 'Dissatisfied' combines responses for dissatisfied and very dissatisfied.

Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

79% of your staff who did the survey were satisfied or very satisfied with 'Considering everything, how satisfied are you with your current job'.

Survey question	Your results			Benchmark satisfied results					

Legend: Dissatisfied, Neither satisfied nor dissatisfied, Satisfied

Survey question	Your results	You 2021	You 2022	You 2023	Comparator Lowest	Comparator Average	Comparator Highest
Considering everything, how satisfied are you with your current job	12% / 9% / 79%	73 %	73 %	79 %	63 %	71 %	81 %
How satisfied are you with the work/life balance in your current job	14% / 11% / 75%	69 %	74 %	75 %	62 %	70 %	86 %
How satisfied are you with your career development within your current organisation	16% / 19% / 66%	55 %	60 %	66 %	46 %	56 %	66 %

People outcomes

Work-related stress levels

What this is

This is the level of stress experienced by employees in response to work-related factors.

Why this is important

Stress can negatively affect peoples health and wellbeing as well as their performance and behaviour.

How to read this

In this survey we asked staff to tell us their stress level.

The graph at the top shows how staff in your organisation rated their current levels of work-related stress.

The numbers below show the percentage of staff in your organisation who said they experienced high to severe stress in 2023 compared to 2022 and your comparator.

Example

22% of your staff who did the survey said they had high to severe stress in 2023. This is compared to 26% of staff in your comparator group and 25% of staff across the public sector.

How would you rate your current level of work-related stress? (You 2023)

Nil	9%
Low / mild	36%
Moderate	33%
High	13%
Very high	5%
Severe	4%
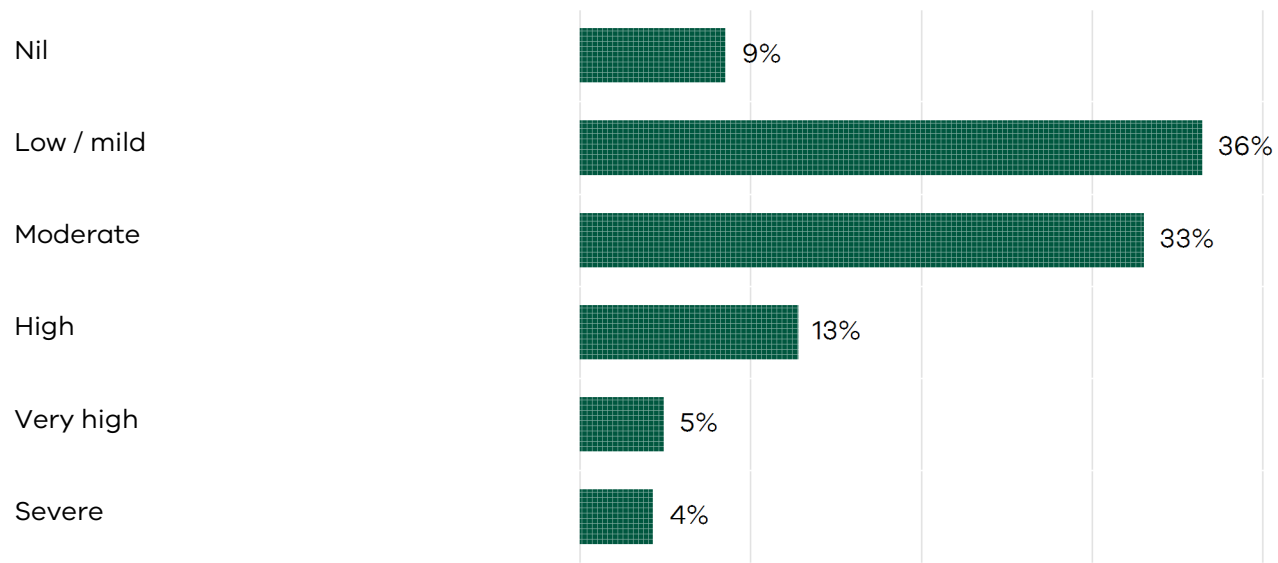
Reported levels of high to severe stress

2022		2023	
24%		**22%**	
Comparator	25%	Comparator	26%
Public Sector	25%	Public Sector	25%
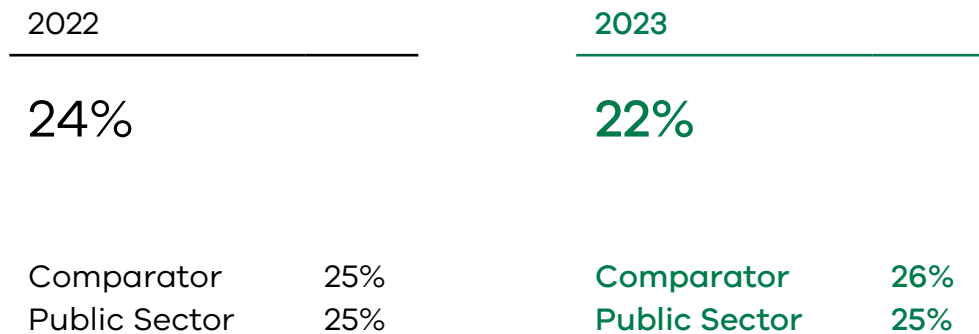
People outcomes

Work-related stress causes

What this is

This is the main work-related causes of stress reported by staff.

Why this is important

Stress can negatively affect peoples health and wellbeing as well as their performance and behaviour.

How to read this

In the survey, we ask staff to tell us if they have experienced mild to severe stress at work, as shown in the visual above the table.

If they answer yes, we ask them to tell us what caused the stress. They can select more than one cause.

In descending order, the table shows the top 10 causes.

Example

91% of your staff who did the survey said they experienced mild to severe stress.

Of that 91%, 54% said the top reason was 'Time pressure'.

429	40
91%	9%

■ Experienced some work-related stress   ▦ Did not experience some work-related stress
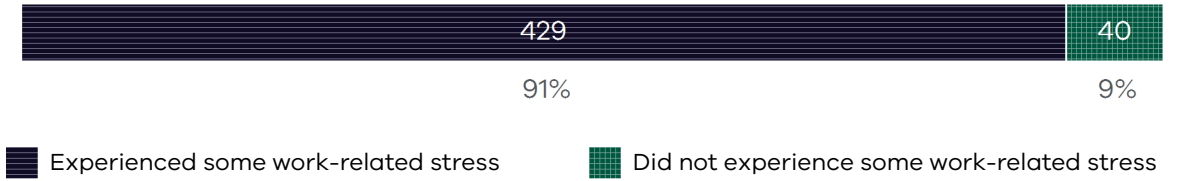
Of those that experienced work related stress it was from ...	You 2022	You 2023	Comparator 2023	Public sector 2023
Time pressure	54%	54%	43%	41%
Workload	49%	48%	49%	49%
Competing home and work responsibilities	15%	18%	14%	14%
Unclear job expectations	17%	14%	15%	14%
Dealing with clients, patients or stakeholders	12%	14%	14%	15%
Content, variety, or difficulty of work	11%	14%	12%	11%
Job security	12%	13%	14%	11%
Management of work (e.g. supervision, training, information, support)	10%	12%	12%	13%
Organisation or workplace change	10%	12%	14%	12%
Social environment (e.g. relationships with colleagues, manager and/or senior leaders)	10%	11%	10%	11%

Victorian Public Sector Commission

VICTORIA State Government

People outcomes

Intention to stay

What this is

This is what your staff intend to do with their careers in the near future.

Why this is important

In the public sector, we want to attract, keep, motivate and engage staff.
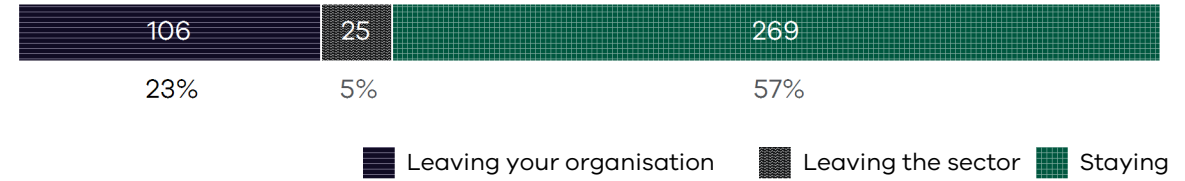
How to read this

In the survey, we ask staff to tell us how long they intend to work at their organisation.

Example

17% of your staff who did the survey said they intended to work for your organisation for Over 6 months and up to 1 year.

What is your likely career plan for the next 2 years?

106	25	269
23%	5%	57%

■ Leaving your organisation ▨ Leaving the sector ▨ Staying

Employees plan to work at your organisation for …	You 2022	You 2023	Comparator 2023	Public sector 2023
6 months or less	15%	14%	8%	7%
Over 6 months and up to 1 year	18%	17%	11%	10%
Over 1 year and up to 3 years	34%	42%	25%	24%
Over 3 years and up to 5 years	14%	11%	15%	15%
Over 5 years	19%	17%	42%	45%

People outcomes

Inclusion question results

What this is

This is how included staff feel in their workplace.

Why this is important

When people feel like they belong, they can bring their true selves and lived experience to their work and workplace. This leads to increased productivity, wellbeing and better outcomes for the community.

How to read this

Under 'Your results', see results for each question in descending order by most agreed.

'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.

Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

86% of your staff who did the survey agreed or strongly agreed with 'I can be myself at work'.

| Survey question | Your results | | | Benchmark agree results | | |

Legend: Disagree | Neither agree nor disagree | Agree

Survey question	You 2021	You 2022	You 2023	Comparator Lowest	Comparator Average	Comparator Highest
I can be myself at work — 7% / 86% / 7%	Not asked	84 %	86 %	71 %	81 %	88 %
I feel culturally safe at work — 7% / 85% / 9%	82 %	86 %	85 %	73 %	83 %	91 %
I feel as if I belong at this organisation — 9% / 73% / 18%	Not asked	70 %	73 %	61 %	71 %	81 %
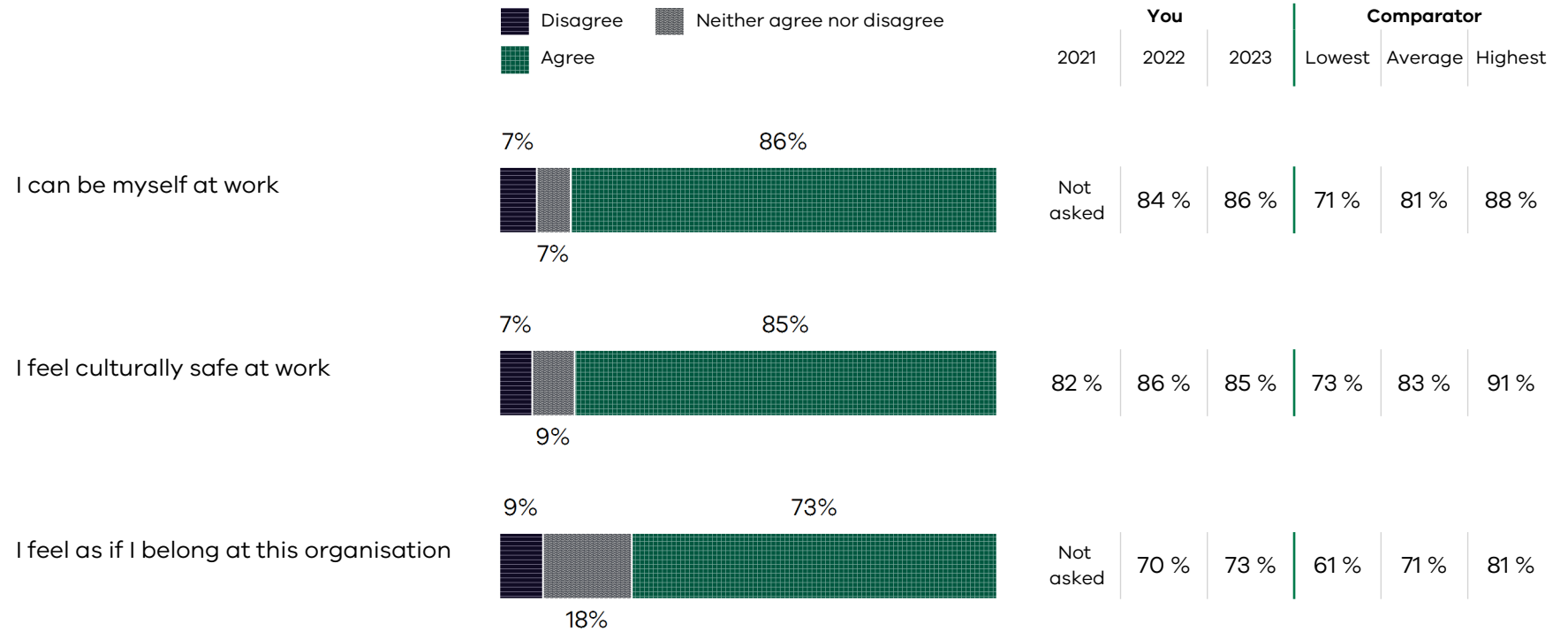
People outcomes

Inclusion - Barriers to success

What this is

This is a list of things that staff felt were barriers to their success at work.

Why this is important

These results can show areas of focus for improvement to enable employee success in the workplace.

How to read this

In the survey, we ask staff to select from a list, any barriers they have experienced and believe to have hindered their success at work. They can select more than one barrier.

In descending order, the table shows to top 10 answers.

Example

9% of your staff who did the survey said they have experienced barriers to success in the last 12 months due to 'My mental health'.

Staff who experienced one or more barriers to success at work

123	346
26%	74%

■ Experienced barriers listed   ▨ Did not experience any of the barriers listed
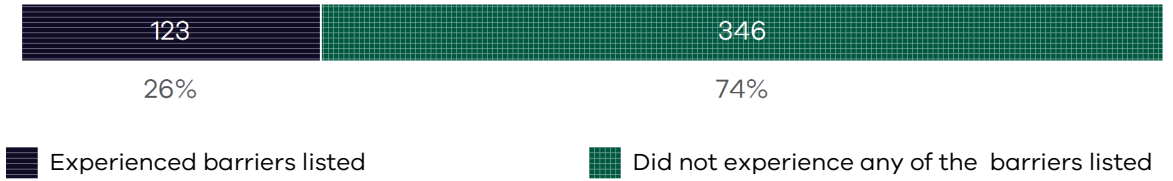
During the last 12 months, employees experienced barriers to their success due to ...	You 2022	You 2023	Comparator 2023	Public sector 2023
My mental health	7%	9%	8%	8%
My age	7%	7%	8%	8%
My caring responsibilities	7%	7%	8%	7%
My flexible working	0%	6%	8%	7%
My cultural background	3%	4%	3%	3%
My sex	5%	3%	5%	6%
My physical health	3%	3%	4%	4%
My race	2%	2%	2%	2%

People outcomes

Inclusion - Witnessed barriers to success

What this is

This is a list of things that staff witnessed were barriers to their success of other employees at work.

Why this is important

These results can show areas of focus for improvement to enable employee success in the workplace.

How to read this

In the survey, we ask staff to choose from a list, any barriers that they may have witnessed that hinder the success of other employees at work. They can select more than one barrier.

In descending order, the table shows to top 10 answers.

Example

10% of your staff who did the survey said they have experienced barriers to success in the last 12 months due to 'Flexible working'.

Staff who witnessed one or more barriers to success at work

123	346
26%	74%

■ Witnessed barriers listed   ▦ Did not witness barriers listed
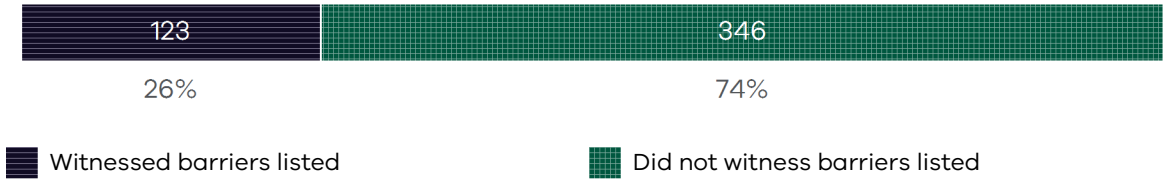
During the last 12 months, employees witnessed barriers to the success of other employees due to their...	You 2023	Comparator 2023	Public sector 2023
Flexible working	10%	10%	10%
Caring responsibilities	9%	8%	7%
Age	6%	6%	6%
Mental health	5%	7%	8%
Cultural background	5%	5%	4%
Sex	4%	6%	7%
Aboriginal and/or Torres Strait Islander status	3%	2%	1%
Race	3%	2%	2%
Disability	2%	2%	2%

People outcomes

Scorecard: emotional effects of work

What this is

This is the level of positive and negative feelings experienced by staff in the 3 months before the survey.

Why this is important

Positive feelings can lead to higher wellbeing and job satisfaction and a lower chance of burnout.

How to read this

Each label represents a question in the survey about emotional effects of work.

Each result is the percentage of staff who said they often, very often or always felt happy, enthusiastic, worried or miserable in the past 3 months.

You can compare these with your comparator and the public sector.

Example

In 2023:

- 55% of your staff who did the survey said work made them feel happy in 2023, which is up from 51% in 2022

Compared to:

- 50% of staff at your comparator and 52% of staff across the public sector.

Thinking about the last three months, how often has work made you feel …

Legend: You 2021 | You 2022 | You 2023 | Comparator 2023 | Public sector 2023

Enthusiastic: 56%, 50%, 55%, 47%, 48%
Happy: 52%, 51%, 55%, 50%, 52%
Worried: 37%, 30%, 28%, 32%, 31%
Miserable: 13%, 16%, 14%, 18%, 18%
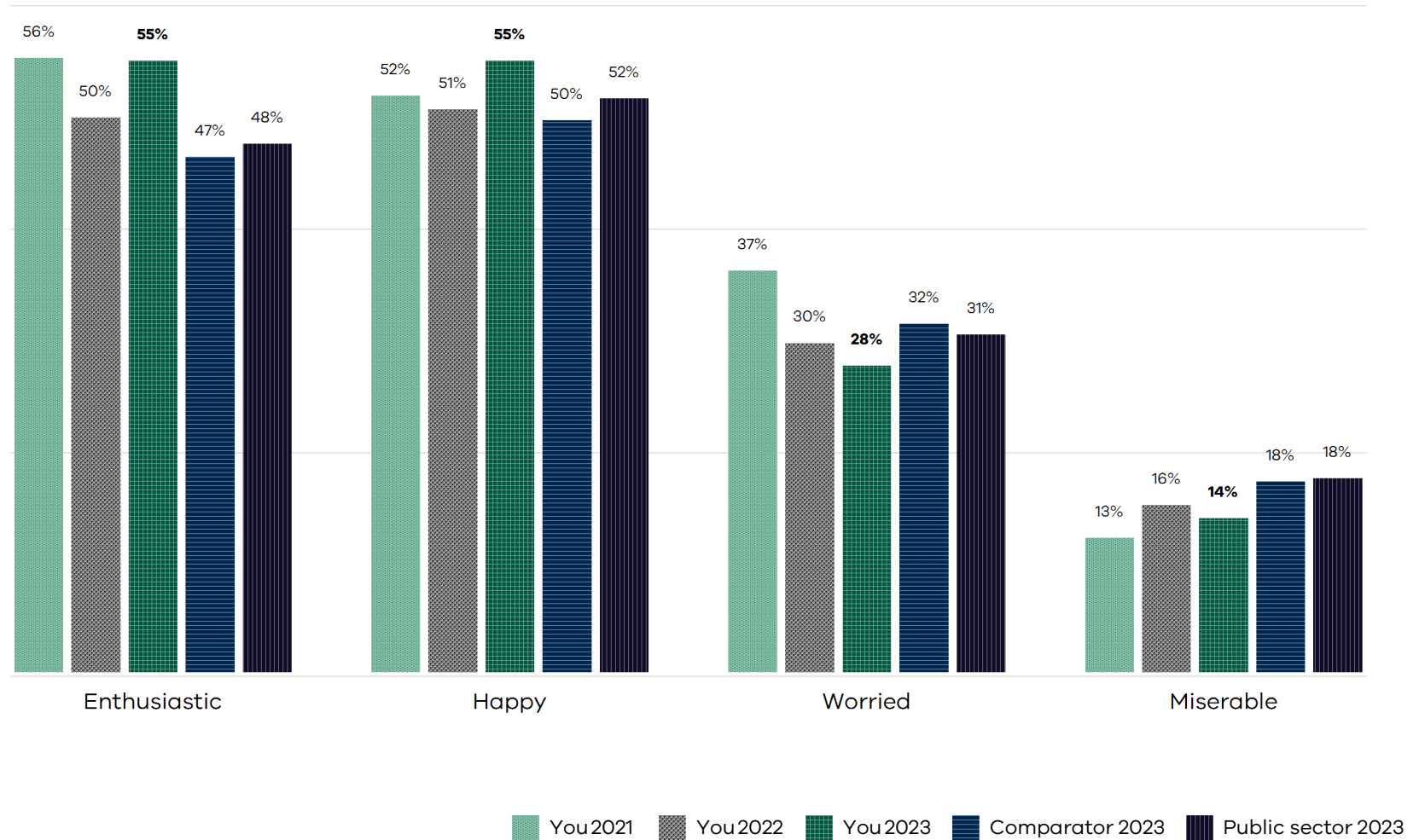
People outcomes

Scorecard: negative behaviours

What this is

This is how many staff have experienced negative behaviours at work in the past 12 months.

Why this is important

Negative behaviours can be detrimental to health and wellbeing as well as performance and behaviour.

How to read this

Each label represents a question in the survey about negative behaviour.

Each result is the percentage of staff who said they experienced bullying, sexual harassment, discrimination or violence and aggression in the past 12 months.

You can compare these with your comparator and the public sector.

Example

In 2023:

- 7% of your staff who did the survey stated they experienced 'Bullying' in the last 12 months which is down from 10% in 2022.

Compared to:

- 12% of staff at your comparator and 12% of staff across the public sector.

Chart legend: You 2021, You 2022, You 2023, Comparator 2023, Public sector 2023

Bullying: 9%, 10%, **7%**, 12%, 12%
Discrimination: 4%, 5%, **3%**, 5%, 6%
Violence or aggression: 4%, 3%, **3%**, 10%, 11%
Sexual harassment: 2%, 2%, **2%**, 4%, 4%
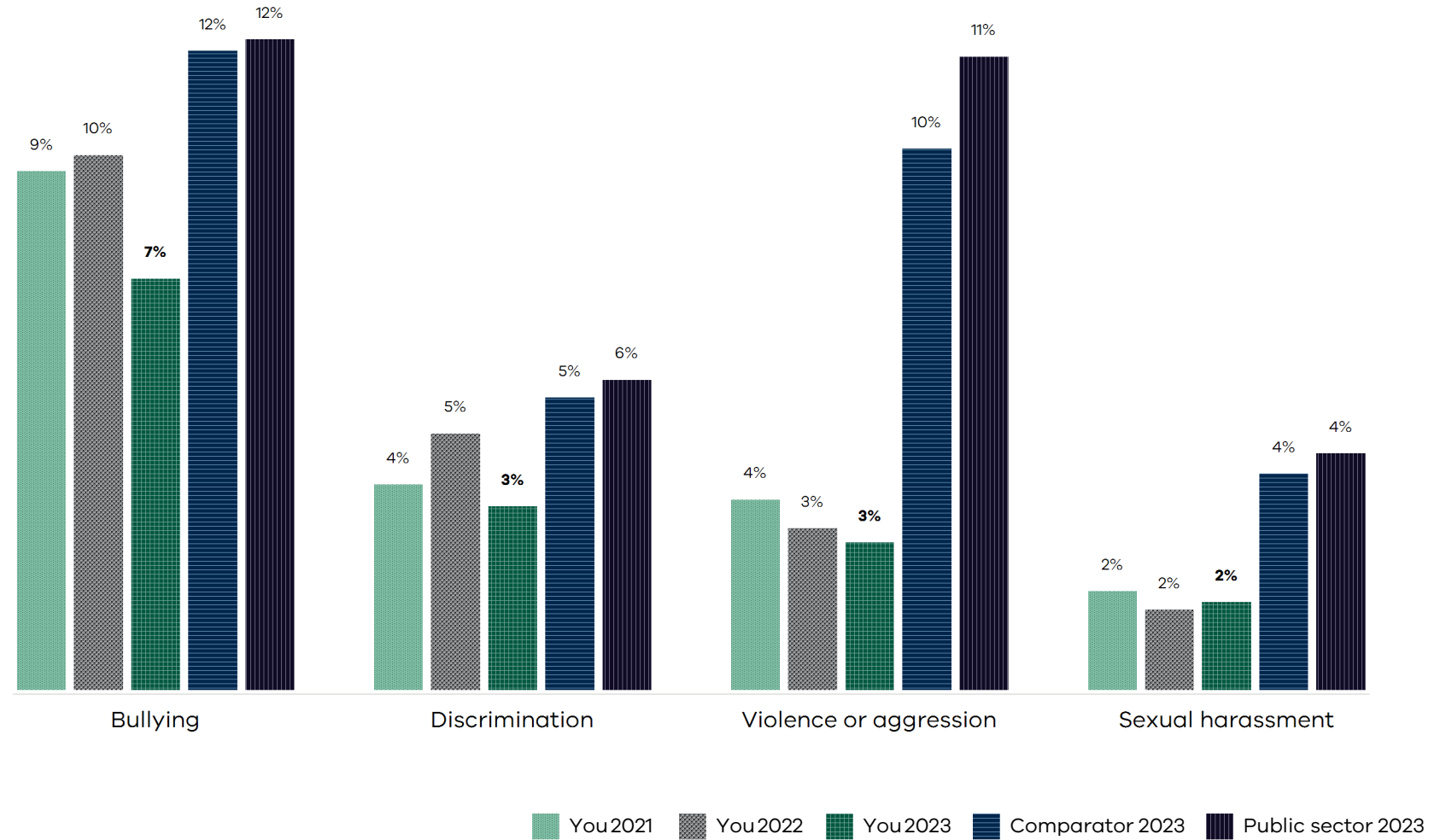
People outcomes

Bullying

What this is

This is repeated unreasonable behaviour directed at an employee that creates a risk to their health and safety.

Why this is important

Bullying can have an immediate and long-term negative impact on those involved, including those who witness bullying.

How to read this

In the survey, we asked staff to tell us if they'd experienced bullying at work.

If they did, they could tell us with one or more answers what they experienced.

In descending order, the table shows the answers.

Example

7% of your staff who did the survey said they experienced bullying.

Of that 7%, 80% said the top type was 'Incivility (e.g. talking down to others, making demeaning remarks, not listening to somebody)'.

Have you experienced bullying at work in the last 12 months?

35	405	29
7%	86%	6%

■ Experienced bullying ▦ Did not experience bullying ▨ Not sure
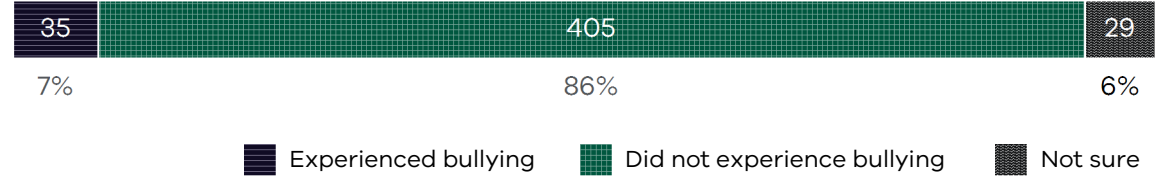
If you experienced bullying, what type of bullying did you experience?	You 2022	You 2023	Comparator 2023	Public sector 2023
Incivility (e.g. talking down to others, making demeaning remarks, not listening to somebody)	78%	80%	73%	71%
Withholding essential information for me to do my job	50%	49%	32%	30%
Exclusion or isolation	51%	46%	46%	45%
Being given impossible assignment(s)	18%	20%	12%	11%
Intimidation and/or threats	23%	17%	28%	29%
Being assigned meaningless tasks unrelated to my job	23%	9%	17%	16%
Verbal abuse	15%	9%	18%	20%
Interference with my personal property and/or work equipment	1%	6%	5%	6%

Victorian Public Sector Commission

VICTORIA State Government

People outcomes

Telling someone about the bullying

What this is

This is if staff told someone when they experienced bullying.

Why this is important

By understanding how staff report bullying, organisations can plan how to support and protect staff.

How to read this

In the survey, we asked staff to tell us if they'd experienced bullying at work.

If they did, they could tell us with one or more answers who they told about it.

In descending order, the table shows the answers.

Example

7% of your staff who did the survey said they experienced bullying, of which

- 63% said the top way they reported the bullying was 'Told a manager'.
- 91% said they didn't submit a formal complaint.

Have you experienced bullying at work in the last 12 months?

35	405	29
7%	86%	6%

■ Experienced bullying ▨ Did not experience bullying ▨ Not sure
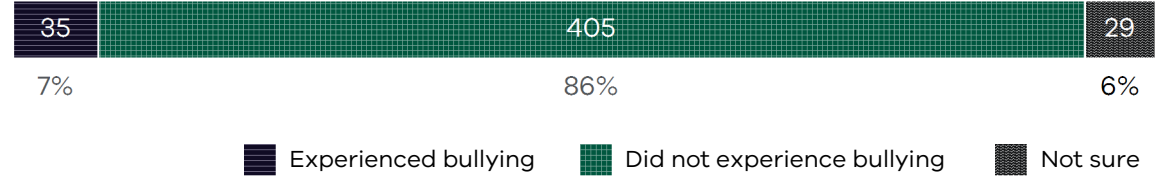
Did you tell anyone about the bullying?	You 2022	You 2023	Comparator 2023	Public sector 2023
Told a manager	46%	63%	50%	50%
Told a colleague	49%	49%	41%	41%
Told a friend or family member	46%	46%	35%	36%
Told Human Resources	16%	26%	11%	13%
Told someone else	15%	11%	12%	13%
Submitted a formal complaint	5%	9%	12%	12%
Told employee assistance program (EAP) or peer support	13%	9%	12%	10%
Told the person the behaviour was not OK	18%	6%	18%	17%
I did not tell anyone about the bullying	10%	3%	12%	12%

People outcomes

Bullying - reasons for not submitting a formal complaint

What this is

This is why staff who experienced bullying chose not to submit a formal complaint.

Why this is important

By understanding this, organisations can plan how to support staff.

How to read this

In the survey, we asked staff to tell us if they'd experienced bullying at work. We then asked them if they submitted a formal complaint. If they didn't, they could tell us with one or more answers why not. In descending order, the table shows the top 10 answers.

Example

91% of your staff who experienced bullying did not submit a formal complaint, of which:

- 56% said the top reason was 'I believed there would be negative consequences for my reputation'.

Did you submit a formal complaint?

3	32
9%	91%

■ Submitted formal complaint   ■ Did not submit a formal complaint
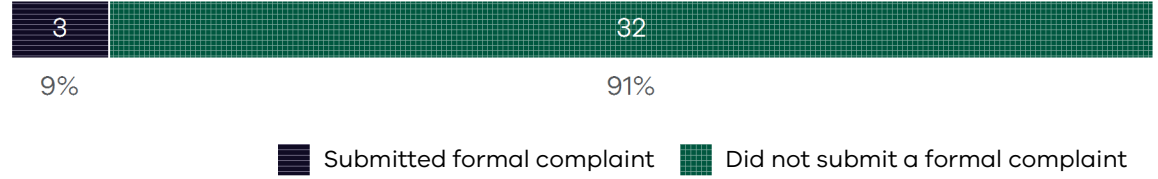
What was your reason for not submitting a formal complaint?	You 2022	You 2023	Comparator 2023	Public sector 2023
I believed there would be negative consequences for my reputation	66%	56%	56%	55%
I believed there would be negative consequences for my career	49%	53%	47%	45%
I didn't think it would make a difference	54%	34%	51%	51%
I thought the complaint process would be embarrassing or difficult	13%	25%	14%	13%
I didn't think it was serious enough	14%	22%	17%	16%
Other	13%	22%	14%	14%
I believed there would be negative consequences for the person I was going to complain about	16%	13%	10%	10%
I didn't feel safe to report the incident	14%	13%	20%	19%
I didn't need to because I no longer had contact with the person(s) who bullied me	8%	9%	8%	7%
I didn't know how to make a complaint	3%	6%	6%	6%

Victorian Public Sector Commission

VICTORIA State Government

People outcomes

Perpetrators of bullying

What this is

This is who staff have said are responsible for bullying.

Why this is important

Understanding where bullying happens means organisations can work out what action to take.

How to read this

In this year's survey, 7% of your staff said they experienced bullying.

If they did, they could tell us with one or more answers who the perpetrator was.

In descending order, the bar chart shows the perpetrators with the largest number of responses.

Each row is one perpetrator or group of perpetrators.

Example

7% of your staff who did the survey said they experienced bullying.

Of that 7%, 54% said it was by 'A manager or supervisor'.

35 people (7% of staff) experienced bullying (You 2023)
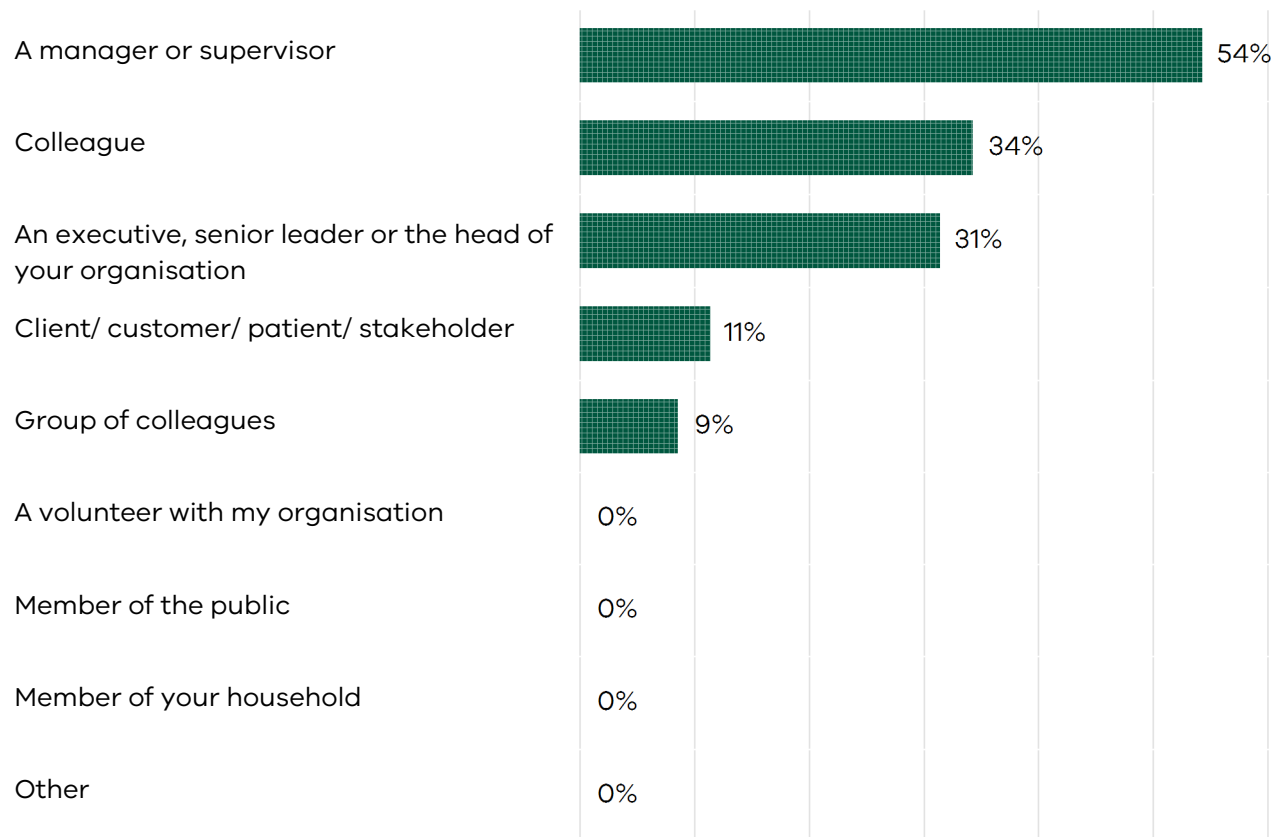
Perpetrator	%
A manager or supervisor	54%
Colleague	34%
An executive, senior leader or the head of your organisation	31%
Client/ customer/ patient/ stakeholder	11%
Group of colleagues	9%
A volunteer with my organisation	0%
Member of the public	0%
Member of your household	0%
Other	0%

People outcomes

Relationship to perpetrator

What this is

This provides further detail on who staff have said are responsible for bullying within your organisation.

Why this is important

Understanding where bullying happens means organisations can work out what action to take.

How to read this

In this year's survey, 7% of your staff said they experienced bullying.

If they experienced bullying from within the organisation, they could tell us their relationship to the perpetrator.

The bar chart shows, in descending order, how many employees linked the bullying to different workplace relationships.

Example

7% of your staff who did the survey said they experienced bullying.

Of that 7%, 97% said it was by someone within the organisation.

Of that 97%, 53% said it was 'They were my immediate manager or supervisor'.

34 people (97% of staff who experienced bullying) experienced bullying from within your organisation (You 2023)

They were my immediate manager or supervisor	53%
They were in my workgroup	32%
They were outside my workgroup	24%
They were someone I supervise or manage	9%
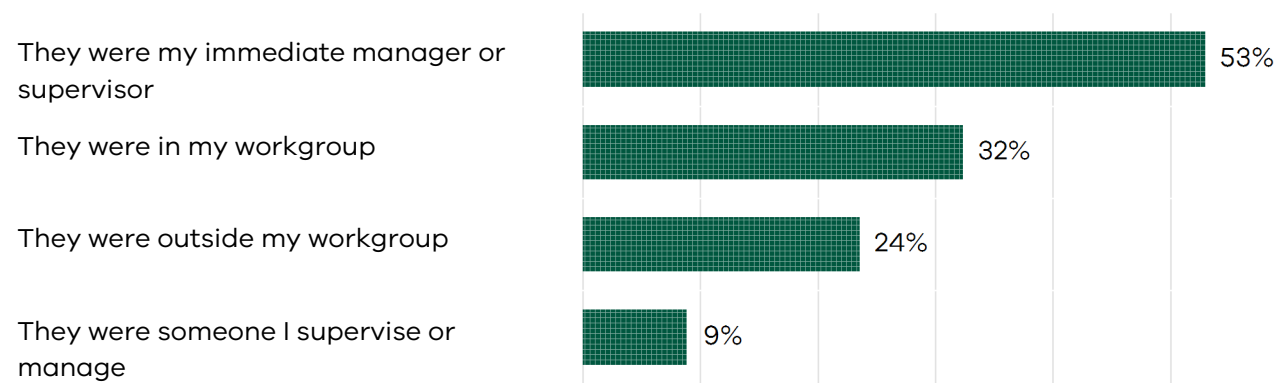
People outcomes

Sexual harassment

What this is

This is non-consensual or unwelcome sexual behaviour that could cause an employee to feel offended, humiliated or intimidated.

Why this is important

Sexual harassment can have an immediate and long-term negative impact on those involved, including those who witness sexual harassment.

Why there is no data here

We've not published the results for this section because less than 10 people said they experienced sexual harassment.

We do this to protect the respondents.

Victorian
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People outcomes

Type of discrimination

What this is

This is what types of discrimination staff report experiencing in their organisation.

Why this is important

Understanding what types of discrimination happen means an organisation can work out what action to take.

How to read this

In the survey, we asked staff to tell us if they'd experienced discrimination.

If they did, they could tell us with one or more answers what they experienced.

In descending order, the table shows the top 10 types.

Example

3% of your staff who did the survey said they experienced discrimination.

Of that 3%, 44% said it was 'Other'.

Have you experienced discrimination at work in the last 12 months?

16	409	44
3%	87%	9%

■ Experienced discrimination ▦ Did not experience discrimination ▦ Not sure
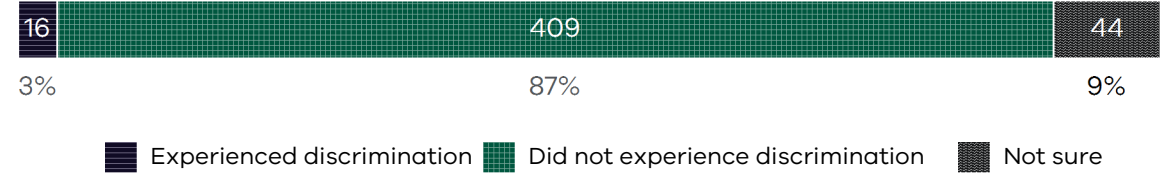
If you experienced discrimination, what type of discrimination did you experience?	You 2022	You 2023	Comparator 2023	Public sector 2023
Other	26%	44%	36%	36%
Opportunities for promotion	62%	38%	43%	41%
Opportunities for training	28%	25%	24%	26%
Opportunities for transfer/secondment	15%	25%	19%	21%
Denied flexible work arrangements or other adjustments	18%	13%	22%	22%
Employment security - threats of dismissal or termination	21%	6%	14%	13%

Victorian Public Sector Commission

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People outcomes

Telling someone about the discrimination

What this is

This is who staff told about the discrimination they experienced.

Why this is important

Understanding who staff tell about their discrimination can inform how organisations can support staff.

How to read this

In the survey, we asked staff to tell us if they'd experienced discrimination.

If they did, they could tell us with one or more answers who they told.

In descending order, the table shows the answers.

Example

3% of your staff who did the survey said they experienced discrimination, of which

- 44% said the top way they reported the discrimination was 'Told a colleague'.

- 94% said they didn't submit a formal complaint.

Have you experienced discrimination at work in the last 12 months?

16	409	44
3%	87%	9%

■ Experienced discrimination ■ Did not experience discrimination ■ Not sure
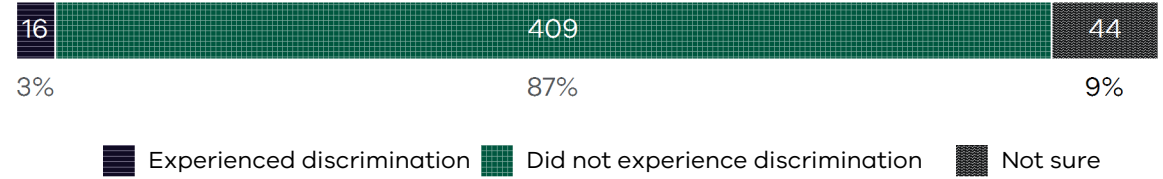
Did you tell anyone about the discrimination?	You 2022	You 2023	Comparator 2023	Public sector 2023
Told a colleague	41%	44%	35%	36%
I did not tell anyone about the discrimination	21%	31%	23%	24%
Told a friend or family member	36%	31%	32%	31%
Told a manager	38%	31%	30%	30%
Told Human Resources	10%	25%	10%	11%
Submitted a formal complaint	0%	6%	9%	8%
Told employee assistance program (EAP) or peer support	15%	6%	11%	9%
Told the person the behaviour was not OK	15%	6%	10%	9%

Victorian Public Sector Commission

VICTORIA State Government

People outcomes

Discrimination - reasons for not submitting a formal complaint

What this is

This is why staff who experienced discrimination chose not to submit a formal complaint.

Why this is important

By understanding this, organisations can work out what action to take.

How to read this

In the survey, we asked staff to tell us if they'd experienced discrimination at work. We then asked them if they submitted a formal complaint. If they did not, they could tell us with one or more answers why not. In descending order, the table shows the top 10 answers.

Example

94% of your staff who experienced discrimination did not submit a formal complaint, of which:

- 60% said the top reason was 'I didn't think it would make a difference'.

Did you submit a formal complaint?
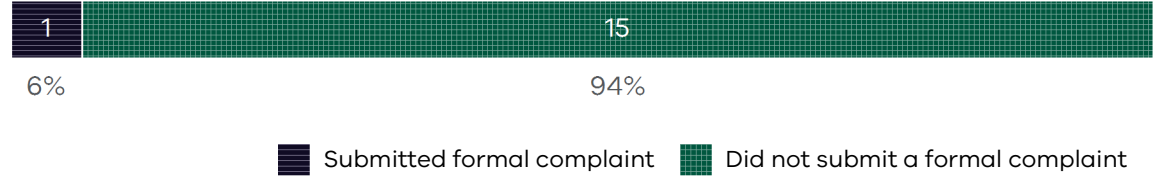
1	15
6%	94%

■ Submitted formal complaint ■ Did not submit a formal complaint

What was your reason for not submitting a formal complaint?	You 2022	You 2023	Comparator 2023	Public sector 2023
I didn't think it would make a difference	59%	60%	60%	59%
I believed there would be negative consequences for my career	62%	53%	55%	54%
I believed there would be negative consequences for my reputation	67%	53%	56%	56%
I didn't think it was serious enough	10%	40%	12%	12%
I believed there would be negative consequences for the person I was going to complain about	10%	7%	9%	8%
I didn't feel safe to report the incident	23%	7%	19%	18%
I didn't need to because I made the discrimination stop	5%	7%	2%	2%
I didn't need to because I no longer had contact with the person(s) who discriminated against me	0%	7%	3%	3%
I thought the complaint process would be embarrassing or difficult	8%	7%	11%	12%

People outcomes

Perpetrators of discrimination

What this is

This is who staff have said are responsible for discrimination.

Why this is important

Understanding where discrimination happens means organisations can work out what action to take.

How to read this

In this year's survey, 3% of your staff said they experienced discrimination.

If they did, they could tell us with one or more answers who the perpetrator was.

In descending order, the bar chart shows the perpetrators with the largest number of responses.

Each row is one perpetrator or group of perpetrators.

Example

3% of your staff who did the survey said they experienced discrimination.

Of that 3%, 63% said it was by 'An executive, senior leader or the head of your organisation'.

16 people (3% of staff) experienced discrimination (You2023)
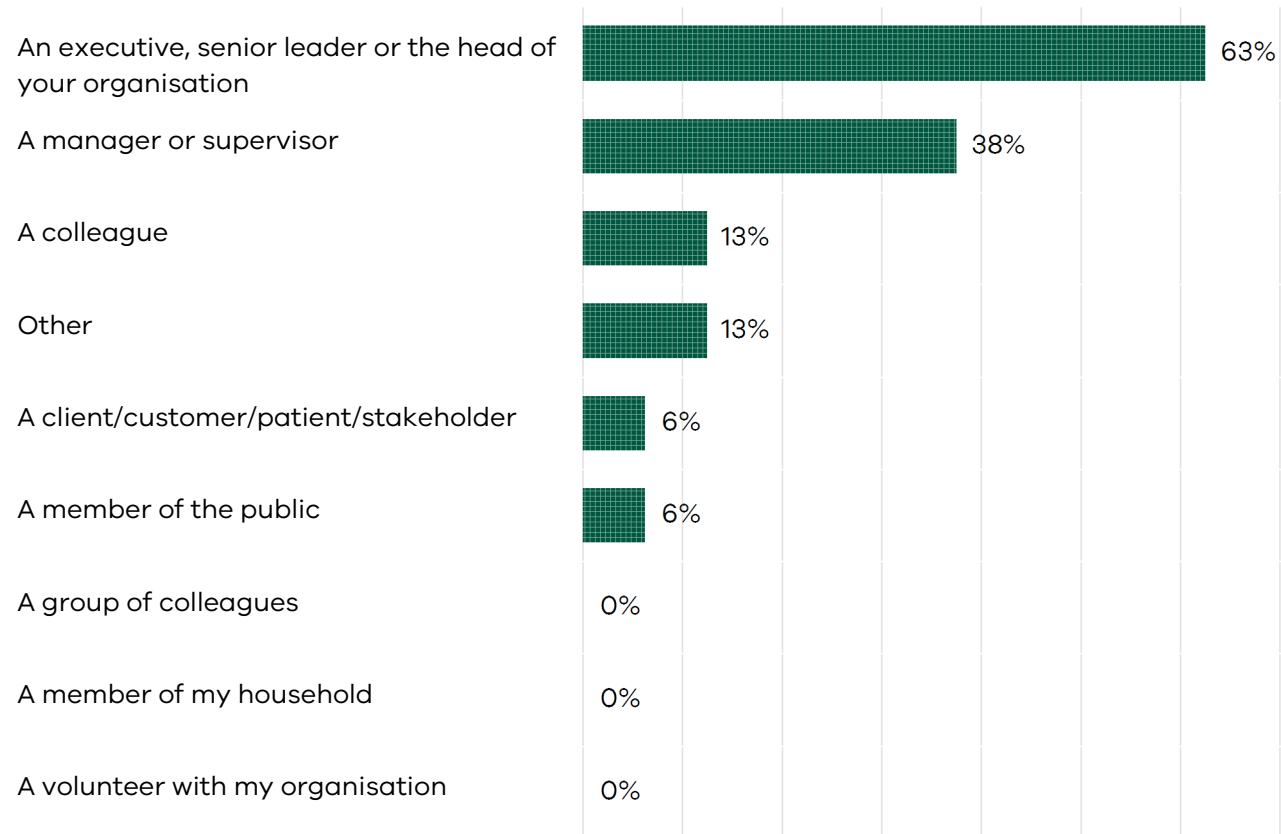
Perpetrator	Percentage
An executive, senior leader or the head of your organisation	63%
A manager or supervisor	38%
A colleague	13%
Other	13%
A client/customer/patient/stakeholder	6%
A member of the public	6%
A group of colleagues	0%
A member of my household	0%
A volunteer with my organisation	0%

People outcomes

Relationship to perpetrator

What this is

This provides further detail on who staff have said are responsible for discrimination within your organisation.

Why this is important

Understanding where discrimination happens means organisations can work out what action to take.

How to read this

In this year's survey, 3% of your staff said they experienced discrimination.

If they experienced discrimination from within the organisation, they could tell us their relationship to the perpetrator.

The bar chart shows, in descending order, how many employees linked the discrimination to different workplace relationships.

Example

3% of your staff who did the survey said they experienced discrimination.

Of that 3%, 88% said it was by someone within the organisation.

Of that 88%, 64% said it was 'They were in my workgroup'.

14 people (88% of staff who experienced discrimination) experienced discrimination from within your organisation (You 2023)

They were in my workgroup	64%
They were my immediate manager or supervisor	36%
They were outside my workgroup	21%
They were someone I supervise or manage	0%
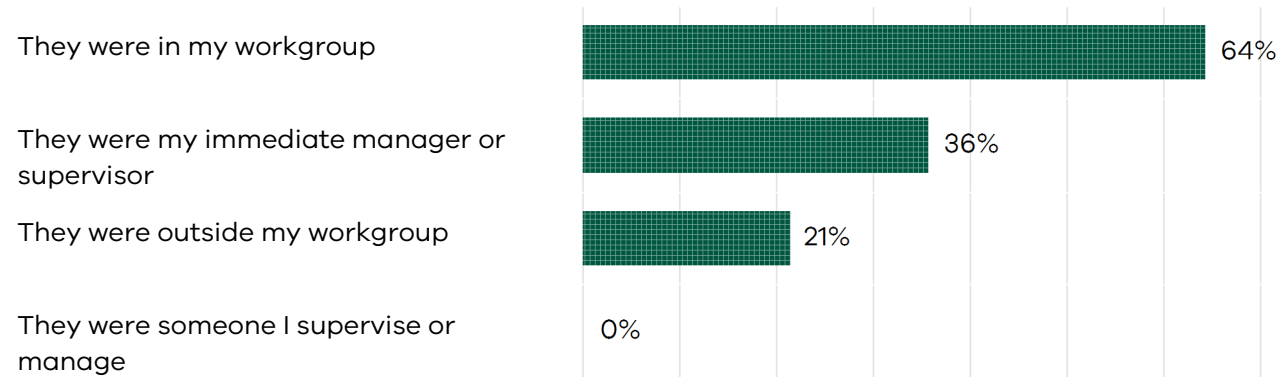
Negative behaviour

Violence and aggression

What this is

This is when staff are abused, threatened or assaulted in a situation related to their work.

Why this is important

Violence and aggression can have an immediate and long-term negative impact of those involved, including those who witness violence and aggression.

How to read this

In the survey, we asked staff to tell us if they'd experienced violence or aggression.

If they did, they could tell us with one or more answers what they experienced.

In descending order, the table shows the answers.

Example

3% of your staff who did the survey said they experienced violence or aggression.

Of that 3%, 92% said it was from 'Intimidating behaviour'.

Have you experienced violence or aggression at work in the last 12 months?

13	447	9
3%	95%	2%

■ Experienced violence or aggression   ■ Did not experience violence or aggression   ■ Not sure
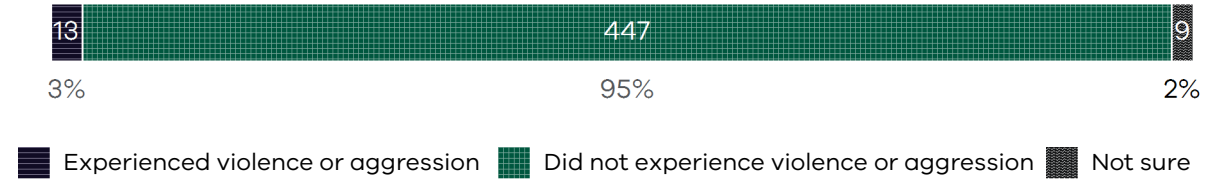
If you experienced violence or aggression, what type did you experience?	You 2022	You 2023	Comparator 2023	Public sector 2023
Intimidating behaviour	72%	92%	76%	73%
Abusive language	44%	23%	73%	75%
Other	12%	8%	6%	6%

Negative behaviour

Telling someone about violence and aggression

What this is

This is who staff told about what violence and aggression they experienced.

Why this is important

Understanding this means organisations can plan how to support and protect staff.

How to read this

In the survey, we asked staff to tell us if they'd experienced violence or aggression.

If they did, they could tell us with one or more answers who they told.

In descending order, the table shows the answers.

Example

3% of your staff who did the survey said they experienced violence or aggression, of which

- 62% said the top way they reported the violence or agression was 'Told a colleague'

- 100% said they didn't submit a formal incident report.

Have you experienced violence or aggression at work in the last 12 months?

13	447	9
3%	95%	2%

■ Experienced violence or aggression   ■ Did not experience violence or aggression   ■ Not sure
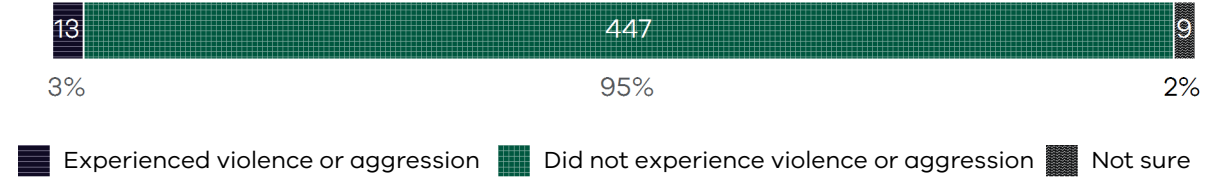
Did you tell anyone about the incident?	You 2022	You 2023	Comparator 2023	Public sector 2023
Told a colleague	64%	62%	41%	40%
Told a manager	52%	54%	62%	56%
Told a friend or family member	40%	38%	19%	19%
Told someone else	20%	15%	7%	6%
I did not tell anyone about the incident(s)	4%	8%	7%	9%
Told Human Resources	8%	8%	5%	6%

Negative behaviour

Violence and aggression - reasons for not submitting a formal incident report

What this is

This is why staff who experienced violence or aggression chose not to submit a formal incident report.

Why this is important

By understanding this, organisations can work out what action to take.

How to read this

In the survey, we asked staff to tell us if they'd experienced violence or aggression at work. We then asked them if they submitted a formal incident report. If they did not, they could tell us with one or more answers why not. In descending order, the table shows the top 10 answers.

Example

100% of your staff who experienced violence or aggression did not submit a formal incident report, of which:

- 62% said the top reason was 'I believed there would be negative consequences for my reputation'.

Did you submit a formal incident report?

13

100%

■ Submitted formal incident report ▨ Did not submit a formal incident report
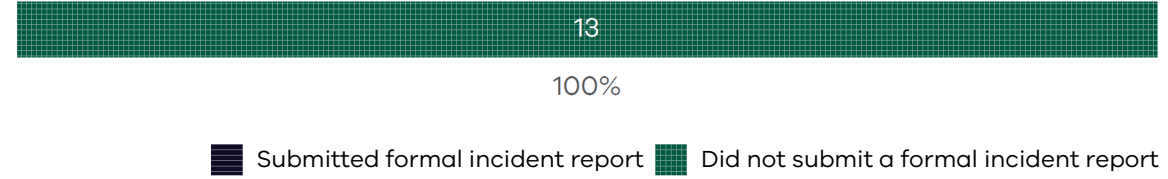
What was your reason for not submitting a formal incident report?	You 2022	You 2023	Comparator 2023	Public sector 2023
I believed there would be negative consequences for my reputation	58%	62%	25%	21%
I believed there would be negative consequences for my career	46%	54%	22%	18%
I didn't think it would make a difference	29%	38%	41%	38%
I didn't think it was serious enough	21%	31%	30%	28%
Other	13%	23%	20%	22%
I thought the complaint process would be embarrassing or difficult	0%	15%	5%	5%
I didn't know who to talk to	4%	8%	2%	2%
I didn't need to because I no longer had contact with the person(s) who was aggressive or violent to me	4%	8%	10%	13%

Victorian Public Sector Commission

VICTORIA State Government

Negative behaviour

Perpetrators of violence and aggression

What this is

This is who staff have said are responsible for violence and aggression.

Why this is important

Understanding this means organisations can plan how to support and protect staff.

How to read this

In the survey, we asked staff to tell us if they'd experienced violence or aggression.

If they did, they could tell us with one or more answers who the perpetrator was.

In descending order, the bar chart shows the perpetrators with the largest number of responses.

Each row is one perpetrator or a group of perpetrators.

Example

3% of your staff who did the survey said they experienced violence or aggression.

Of that 3%, 38% said it was 'An executive, senior leader or the head of your organisation'.

13 people (3% of staff) experienced violence or aggression (You2023)
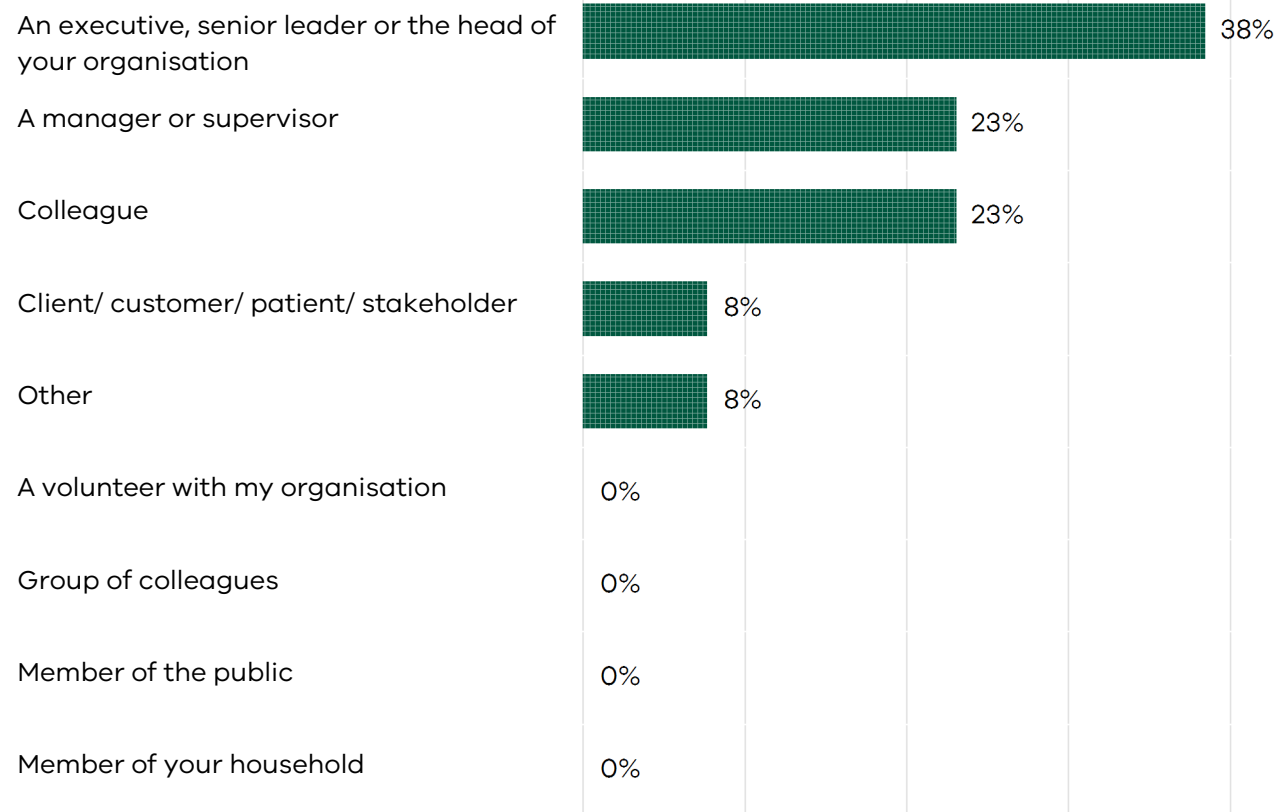
Perpetrator	Percentage
An executive, senior leader or the head of your organisation	38%
A manager or supervisor	23%
Colleague	23%
Client/ customer/ patient/ stakeholder	8%
Other	8%
A volunteer with my organisation	0%
Group of colleagues	0%
Member of the public	0%
Member of your household	0%

People outcomes

Relationship to perpetrator

What this is

This provides further detail on who staff have said are responsible for violence or aggression within your organisation.

Why this is important

Understanding where violence or aggression happens means organisations can work out what action to take.

How to read this

In this year's survey, 3% of your staff said they experienced violence or aggression.

If they experienced violence or aggression from within the organisation, they could tell us their relationship to the perpetrator.

The bar chart shows, in descending order, how many employees linked the violence or aggression to different workplace relationships.

Example

3% of your staff who did the survey said they experienced violence or aggression.

Of that 3%, 85% said it was by someone within the organisation.

Of that 85%, 45% said it was 'They were in my workgroup'.

11 people (85% of staff who experienced violence or aggression) experienced violence or aggression from within your organisation (You2023)

They were in my workgroup	45%
They were outside my workgroup	36%
They were my immediate manager or supervisor	18%
They were someone I supervise or manage	9%
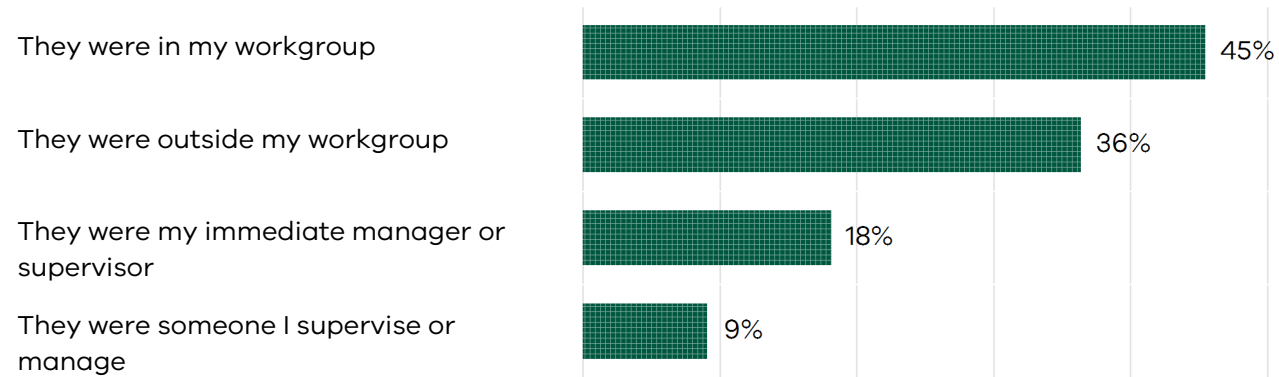
Negative behaviour

Witnessing negative behaviours

What this is

This is where staff witnessed people acting in a negative way against a colleague.

Why this is important

Witnessing negative behaviour can still have a negative impact on the person, as it does on the victim.

How to read this

In the survey, we asked staff to tell us if they'd witnessed any negative behaviour at work.

They could tell us with one or more answers if they witnessed negative behaviour and what type they witnessed.

In descending order, the table shows the answers.

Example

14% of your staff who did the survey said they witnessed some negative behaviour at work.

86% said they witnessed No, I have not witnessed any of the situations above'.

Have you witnessed any negative behaviour at work in the last 12 months?

64	405
14%	86%

█ Witnessed some negative behaviour   ▦ Did not witness some negative behaviour
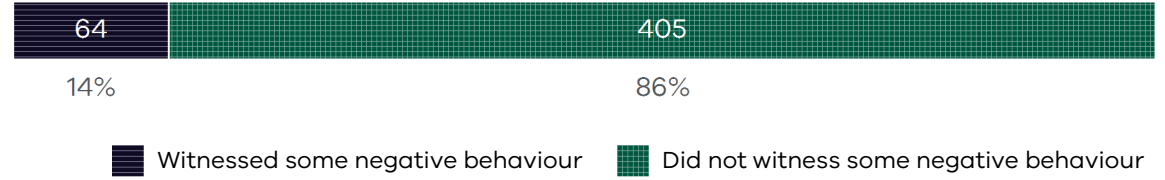
During the last 12 months in your current organisation, have you witnessed any of the following negative behaviours at work?	You 2023	Comparator 2023	Public sector 2023
No, I have not witnessed any of the situations above	86%	83%	81%
Bullying of a colleague	9%	12%	13%
Discrimination against a colleague	6%	7%	7%
Sexual harassment of a colleague	0%	1%	1%
Violence or aggression against a colleague	0%	3%	3%

Negative behaviour

Taking action when witnessing negative behaviours

What this is

This is what your staff did when they witnessed negative behaviour at work.

Why this is important

What staff do when they witness negative behaviour may help organisations understand what support their staff need.

How to read this

In the survey, we asked staff to tell us if they'd witnessed any negative behaviour at work.

If they did, they could tell us with one or more answers what action they took.

The table shows the answers in descending order.

Example

14% of your staff who did the survey witnessed negative behaviour, of which:

- 72% said the top action they took was 'Spoke to the person who experienced the behaviour'.
- 11% took no action.

Have you witnessed any negative behaviour at work in the last 12 months?

64	405
14%	86%

■ Witnessed some negative behaviour   ▦ Did not witness some negative behaviour
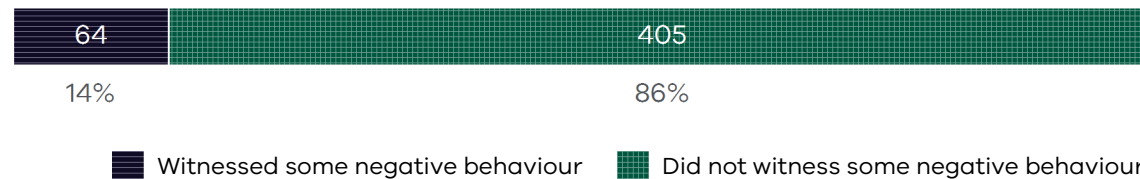
When you witnessed the above behaviour(s), did you do any of the following?	You 2023	Comparator 2023	Public sector 2023
Spoke to the person who experienced the behaviour	72%	71%	69%
Told a manager	36%	41%	38%
Told a colleague	25%	20%	19%
Told Human Resources	13%	6%	7%
Spoke to the person who behaved in a negative way	11%	16%	17%
Took no action	11%	8%	8%
Told the person the behaviour was not OK	8%	19%	20%
Submitted a formal complaint	3%	4%	5%
Other	2%	6%	6%

People matter survey

2023

Have your say

Overview

Result summary

Report overview

- About your report
- Privacy and anonymity
- Survey's theoretical framework
- Your comparator group
- Your response rate

People outcomes

- Scorecard: engagement index
- Engagement
- Scorecard: satisfaction, stress, intention to stay, inclusion
- Satisfaction
- Work-related stress levels
- Work-related stress causes
- Intention to stay

- Inclusion
- Scorecard: emotional effects of work
- Scorecard: negative behaviour
- Bullying
- Sexual harassment
- Discrimination
- Violence and aggression

Key differences

- Highest scoring
- Lowest scoring
- Most improved
- Most declined
- Biggest positive difference from comparator
- Biggest negative difference from comparator

Taking action

- Taking action questions

Detailed results

Senior leadership

- Senior leadership questions

Organisational climate

- Scorecard
- Organisational integrity
- Collaboration
- Safety climate

Workgroup climate

- Scorecard
- Quality service delivery
- Innovation
- Workgroup support
- Safe to speak up

Job and manager factors

- Scorecard
- Manager leadership
- Manager support
- Workload
- Learning and development
- Job enrichment
- Meaningful work
- Flexible working

Public sector values

- Scorecard
- Responsiveness
- Integrity
- Impartiality
- Accountability
- Respect
- Leadership
- Human rights

Topical questions

- Questions on topical issues, includes additional questions that support the Gender Equality Act 2020

Custom questions

- Questions requested by your organisation

Demographics

- Age, gender, variations in sex characteristics and sexual orientation
- Aboriginal and/or Torres Strait Islander
- Disability
- Cultural diversity
- Employment
- Adjustments
- Caring

Key differences

Highest scoring questions

What this is

These are the questions your organisation had the highest agreement or satisfaction with in 2023.

How to read this

Use this data to see where your organisation has the highest agreement or satisfaction with questions from the 2023 survey.

In this table, your score for this year is shown in the 'you 2023 column'.

You can also compare your 2023 scores against your 2022 scores and your 2023 comparator group.

Example

On the first row 'Quality service delivery', the 'You 2023' column shows 95% of your staff agreed with 'My workgroup provides high quality advice and services'.
In the 'Change from 2022' column, you have a 6% increase, which is a positive trend.

Question group	Highest scoring questions	You 2023	Change from 2022	Comparator 2023
Quality service delivery	My workgroup provides high quality advice and services	95%	+6%	83%
Other questions	I understand how the Code of Conduct for Victorian public sector employees applies to my work	93%	Not asked in 2022	93%
Safety climate	My organisation provides a physically safe work environment	93%	+5%	86%
Meaningful work	I can make a worthwhile contribution at work	92%	+1%	91%
Job enrichment	I understand how my job helps my organisation achieve its goals	92%	+3%	91%
Job enrichment	I can use my skills and knowledge in my job	91%	+3%	90%
Flexible working	My manager supports working flexibly	90%	−1%	87%
Manager leadership	My manager demonstrates honesty and integrity	90%	+1%	87%
Collaboration	I am able to work effectively with others outside my immediate workgroup	90%	+2%	84%
Manager leadership	My manager treats employees with dignity and respect	90%	−1%	88%

Victorian Public Sector Commission

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Key differences

Lowest scoring questions

What this is

These are the questions your organisation had the lowest agreement or satisfaction with in 2023.

How to read this

Use this data to see where your organisation has the lowest agreement or satisfaction with questions from the 2023 survey.

In this table, your score for this year is shown in the 'you 2023 column'.

You can also compare your 2023 scores against your 2022 scores and your 2023 comparator group.

Example

On the first row 'Safety climate', the 'You 2023' column shows 43% of your staff agreed with 'My organisation has effective procedures in place to support employees who may experience stress'.
In the 'Change from 2022' column, you have a 6% decrease, which is a negative trend.

Question subgroup	Lowest scoring questions	You 2023	Change from 2022	Comparator 2023
Safety climate	My organisation has effective procedures in place to support employees who may experience stress	43%	–6%	50%
Taking action	My organisation has made improvements based on the survey results from last year	44%	+6%	34%
Safety climate	All levels of my organisation are involved in the prevention of stress	50%	–1%	45%
Organisational integrity	I believe the promotion processes in my organisation are fair	50%	+1%	45%
Safety climate	In my workplace, there is good communication about psychological safety issues that affect me	53%	+0%	53%
Organisational integrity	I have an equal chance at promotion in my organisation	57%	+3%	50%
Learning and development	I am satisfied with the opportunities to progress in my organisation	57%	+7%	50%
Safety climate	Senior leaders show support for stress prevention through involvement and commitment	59%	0%	52%
Engagement	I feel a strong personal attachment to my organisation	60%	+6%	57%
Learning and development	I am satisfied with the way my learning and development needs have been addressed in the last 12 months	62%	+7%	57%

Key differences

Most improved

What this is

This is where staff feel their organisation has most improved.

How to read this

Use this data to see if your organisation has a developing or changing trend.

In this table, your trend is shown in the 'Increase from 2022' column.

When you use this data, focus on the increase instead of individual numbers.

This is because the increase from 2022 shows you where the most positive changes are happening in your organisation.

Example

On the first row 'Learning and development', the 'You 2023' column shows 64% of your staff agreed with 'My organisation places a high priority on the learning and development of staff'.
In the 'Increase from 2022' column, you have a 10% increase, which is a positive trend.

Question group	Most improved from last year	You 2023	Increase from 2022	Comparator 2023
Learning and development	My organisation places a high priority on the learning and development of staff	64%	+10%	55%
Engagement	My organisation motivates me to help achieve its objectives	78%	+8%	64%
Engagement	My organisation inspires me to do the best in my job	76%	+8%	62%
Senior leadership	Senior leaders model my organisation's values	80%	+7%	68%
Learning and development	I am satisfied with the way my learning and development needs have been addressed in the last 12 months	62%	+7%	57%
Quality service delivery	My workgroup uses its resources well	73%	+7%	67%
Collaboration	Workgroups across my organisation willingly share information with each other	78%	+7%	62%
Workload	The workload I have is appropriate for the job that I do	72%	+7%	59%
Learning and development	I am satisfied with the opportunities to progress in my organisation	57%	+7%	50%
Quality service delivery	My workgroup provides high quality advice and services	95%	+6%	83%

Key differences

Most declined

What this is

This is where staff feel their organisation has most declined.

How to read this

Use this data to see if your organisation has a developing or changing trend.

In this table, your trend is shown in the 'Decrease from 2022' column.

When you use this data, focus on the decrease instead of individual numbers.

This is because the decrease from 2022 shows you where the most negative changes are happening in your organisation.

Example

On the first row 'Safety climate', the 'You 2023' column shows 43% of your staff agreed with 'My organisation has effective procedures in place to support employees who may experience stress'.
In the 'Decrease from 2022' column, you have a 6% decrease, which is a negative trend.

Question subgroup	Largest decline from last year	You 2023	Decrease from 2022	Comparator 2023
Safety climate	My organisation has effective procedures in place to support employees who may experience stress	43%	-6%	50%
Manager support	My manager provides me with enough support when I need it	81%	-3%	82%
Flexible working	I am confident that if I requested a flexible work arrangement, it would be given due consideration	84%	-2%	78%
Safety climate	All levels of my organisation are involved in the prevention of stress	50%	-1%	45%
Manager leadership	My manager treats employees with dignity and respect	90%	-1%	88%
Organisational integrity	My organisation takes steps to eliminate bullying, harassment and discrimination	66%	-1%	67%
Safe to speak up	People in my workgroup are able to bring up problems and tough issues	75%	-1%	74%
Flexible working	My manager supports working flexibly	90%	-1%	87%
Safety climate	Senior leaders consider the psychological health of employees to be as important as productivity	64%	-1%	58%
Innovation	My workgroup is quick to respond to opportunities to do things better	71%	-1%	71%

Key differences

Biggest positive difference from comparator

What this is

This is where your staff have agreed more to a question compared to staff at similar organisations.

How to read this

Use this data to see where your organisation has the biggest positive difference with questions from the 2023 survey compared to your comparator group.

In this table, the difference to your comparator is shown in the 'difference' column.

Example

On the first row 'Other questions', the 'You 2023' column shows 77% of your staff agreed with 'My workgroup gives frank and fearless advice to our managers and leaders (including the Minister, where applicable)'.

The 'difference' column, shows that agreement for this question was 21 percentage points higher in your organisation than in your comparator.

Question group	Biggest positive difference from comparator	You 2023	Difference	Comparator 2023
Other questions	My workgroup gives frank and fearless advice to our managers and leaders (including the Minister, where applicable)	77%	+21%	56%
Collaboration	Workgroups across my organisation willingly share information with each other	78%	+16%	62%
Taking action	I believe my organisation will make improvements based on the results of this survey	62%	+15%	47%
Engagement	I would recommend my organisation as a good place to work	80%	+15%	65%
Engagement	I am proud to tell others I work for my organisation	84%	+14%	70%
Engagement	My organisation motivates me to help achieve its objectives	78%	+14%	64%
Engagement	My organisation inspires me to do the best in my job	76%	+14%	62%
Workload	The workload I have is appropriate for the job that I do	72%	+13%	59%
Senior leadership	Senior leaders model my organisation's values	80%	+12%	68%
Senior leadership	Senior leaders provide clear strategy and direction	71%	+12%	59%

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Key differences

Biggest negative difference from comparator

What this is

This is where your staff have agreed less to a question compared to staff at similar organisations.

How to read this

Use this data to see where your organisation has the biggest negative difference with questions from the 2023 survey compared to your comparator group.

In this table, the difference to your comparator is shown in the 'difference' column.

Example

On the first row 'Safety climate', the 'You 2023' column shows 43% of your staff agreed with 'My organisation has effective procedures in place to support employees who may experience stress'.

The 'difference' column, shows that agreement for this question was 6 percentage points lower in your organisation than in your comparator.

Question subgroup	Biggest negative difference from comparator	You 2023	Difference	Comparator 2023
Safety climate	My organisation has effective procedures in place to support employees who may experience stress	43%	-6%	50%
Organisational integrity	My organisation takes steps to eliminate bullying, harassment and discrimination	66%	-1%	67%
Manager support	My manager provides me with enough support when I need it	81%	-1%	82%
Meaningful work	I achieve something important through my work	88%	0%	89%

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Taking action

What this is

This is how well staff feel their organisation takes action and makes improvements from your survey results.

Why this is important

If your organisation takes action as a result of survey results, your staff may feel their feedback is valuable.

How to read this

Under 'Your results', see results for each question in descending order by most agreed.

'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.

Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

62% of your staff who did the survey agreed or strongly agreed with 'I believe my organisation will make improvements based on the results of this survey'.

| Survey question | Your results | Benchmark agree results |
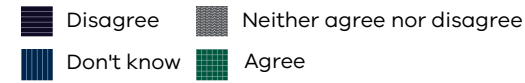
Legend: Disagree | Neither agree nor disagree | Don't know | Agree
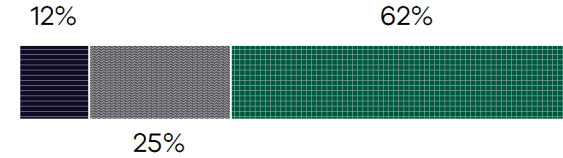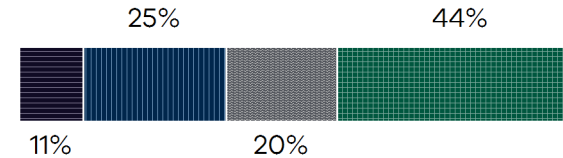
	You			Comparator		
Survey question	2021	2022	2023	Lowest	Average	Highest
I believe my organisation will make improvements based on the results of this survey	Not asked	57 %	62 %	36 %	47 %	69 %
My organisation has made improvements based on the survey results from last year	Not asked	37 %	44 %	24 %	34 %	58 %

Your results bars:
- I believe my organisation will make improvements based on the results of this survey: 12% (Disagree), 25% (Neither agree nor disagree), 62% (Agree)
- My organisation has made improvements based on the survey results from last year: 11% (Disagree), 20% (Don't know), 25% (Neither agree nor disagree), 44% (Agree)

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Senior leadership

Senior leadership

What this is

This is how supported staff feel by senior leaders in their organisation and how well they believe senior leaders communicate.

Why this is important

Supportive senior leaders who communicate well mean staff may feel more connected to their work and organisation.

How to read this

Under 'Your results', see results for each question in descending order by most agreed.

'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.

Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

80% of your staff who did the survey agreed or strongly agreed with 'Senior leaders model my organisation's values'.

Legend: Disagree | Neither agree nor disagree | Don't know | Agree

Survey question		You			Comparator		
		2021	2022	2023	Lowest	Average	Highest
Senior leaders model my organisation's values	2% / 80% / 6% / 12%	79 %	72 %	80 %	55 %	68 %	85 %
Senior leaders demonstrate honesty and integrity	3% / 79% / 6% / 12%	77 %	75 %	79 %	54 %	69 %	88 %
Senior leaders provide clear strategy and direction	1% / 71% / 11% / 17%	65 %	65 %	71 %	45 %	59 %	77 %

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Organisational climate

Scorecard

What this is

This scorecard provides overall results for each factor in the organisation climate part of the survey's theoretical framework.

Why this is important

This page shows which factors are performing well and which factors you can look to improve.

How to read this

Each label represents a group of questions in the survey about organisational climate.

Each result is the overall percentage of positive responses for your organisation, comparator and public sector.

Example

In 2023:

- 84% of your staff who did the survey responded positively to questions about Collaboration which is up from 80% in 2022.

Compared to:

- 73% of staff at your comparator and 72% of staff across the public sector.

*We can't compare some data here because one or more questions were not asked in a previous survey

Legend: You 2021 | You 2022 | You 2023 | Comparator 2023 | Public sector 2023

Chart data:

Factor	You 2021	You 2022	You 2023	Comparator 2023	Public sector 2023
Collaboration	79%	80%	84%	73%	72%
Organisational integrity*		70%	71%	67%	66%
Safety climate	65%	61%	60%	57%	57%

Organisational climate

What this is

This is how much trust staff have in your organisation's ability to operate, implement policy and deliver services for Victorians.

Why this is important

We need the community to have high trust in how we work and what we do.

How to read this

Under 'Your results', see results for each question in descending order by most agreed.

'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.

Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

88% of your staff who did the survey agreed or strongly agreed with 'My organisation encourages respectful workplace behaviours'.

Survey question	Your results						

Legend: ■ Disagree ▨ Neither agree nor disagree ▦ Don't know ▦ Agree

	You			Comparator		
Survey question	2021	2022	2023	Lowest	Average	Highest
My organisation encourages respectful workplace behaviours	89 %	86 %	88 %	73 %	83 %	90 %
My organisation encourages employees to act in ways that are consistent with human rights	86 %	85 %	86 %	76 %	84 %	90 %
My organisation is committed to earning a high level of public trust	85 %	81 %	82 %	64 %	77 %	88 %
My organisation does not tolerate improper conduct	77 %	74 %	74 %	57 %	69 %	79 %

Your results bar values:
- My organisation encourages respectful workplace behaviours: 1%, 88%, 4%, 6%
- My organisation encourages employees to act in ways that are consistent with human rights: 3%, 86%, 2%, 9%
- My organisation is committed to earning a high level of public trust: 5%, 82%, 4%, 9%
- My organisation does not tolerate improper conduct: 6%, 74%, 8%, 12%

Organisational climate

Organisational integrity 2 of 2

What this is

This is how much trust staff have in your organisation's ability to operate, implement policy and deliver services for Victorians.

Why this is important

We need the community to have high trust in how we work and what we do.

How to read this

Under 'Your results', see results for each question in descending order by most agreed.

'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.

Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

67% of your staff who did the survey agreed or strongly agreed with 'I believe the recruitment processes in my organisation are fair'.

Survey question

Your results

Benchmark agree results

Legend:
- Disagree
- Don't know
- Neither agree nor disagree
- Agree

Survey question		You			Comparator		
		2021	2022	2023	Lowest	Average	Highest
I believe the recruitment processes in my organisation are fair	Disagree 14%, Don't know, Neither 13%, 5%, Agree 67%	Not asked	64 %	67 %	44 %	59 %	74 %
My organisation takes steps to eliminate bullying, harassment and discrimination	9%, 7%, 18%, Agree 66%	76 %	67 %	66 %	54 %	67 %	75 %
I have an equal chance at promotion in my organisation	20%, 22%, Agree 57%	Not asked	54 %	57 %	39 %	50 %	63 %
I believe the promotion processes in my organisation are fair	19%, 12%, 20%, Agree 50%	Not asked	48 %	50 %	33 %	45 %	59 %

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Organisational climate

Collaboration

What this is

This shows how well the workgroups in your organisation work together and share information.

Why this is important

Improving these results can improve the cohesiveness of your organisation and allow for greater intra-organisational collaboration.

How to read this

Under 'Your results', see results for each question in descending order by most agreed.

'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.

Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

90% of your staff who did the survey agreed or strongly agreed with 'I am able to work effectively with others outside my immediate workgroup'.

Survey question

Your results

Legend: Disagree | Neither agree nor disagree | Don't know | Agree

Benchmark agree results
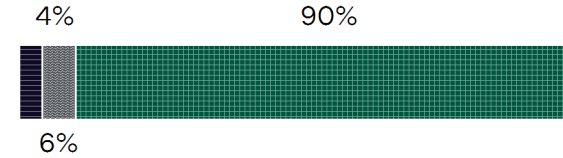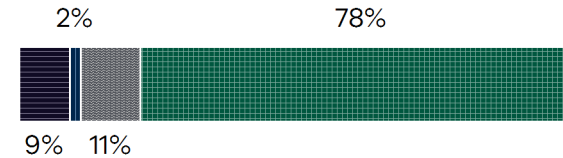
Survey question		You			Comparator		
	2021	2022	2023		Lowest	Average	Highest
I am able to work effectively with others outside my immediate workgroup	89 %	88 %	90 %		80 %	84 %	89 %
Workgroups across my organisation willingly share information with each other	69 %	72 %	78 %		51 %	62 %	75 %

Your results bar — I am able to work effectively with others outside my immediate workgroup: 4%, 90%, 6%

Your results bar — Workgroups across my organisation willingly share information with each other: 2%, 78%, 9%, 11%

Organisational climate

What this is

This is how well staff feel your organisation supports safety at work.

Why this is important

A safe workplace is a key outcome of Leading the way and the Victorian public sector mental health and wellbeing charter.

How to read this

Under 'Your results', see results for each question in descending order by most agreed.

'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.

Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

93% of your staff who did the survey agreed or strongly agreed with 'My organisation provides a physically safe work environment'.

Survey question	Your results						

Legend: Disagree | Neither agree nor disagree | Don't know | Agree
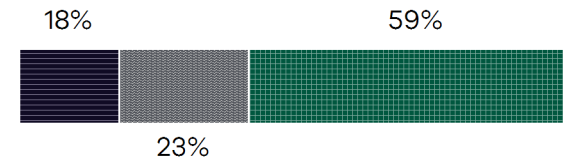
	You			Comparator		
Survey question	2021	2022	2023	Lowest	Average	Highest
My organisation provides a physically safe work environment	88 %	87 %	93 %	70 %	86 %	92 %
Senior leaders consider the psychological health of employees to be as important as productivity	65 %	65 %	64 %	45 %	58 %	75 %
Senior leaders show support for stress prevention through involvement and commitment	63 %	59 %	59 %	39 %	52 %	70 %
In my workplace, there is good communication about psychological safety issues that affect me	61 %	53 %	53 %	41 %	53 %	65 %

My organisation provides a physically safe work environment: 1% / 93% / 3% / 4%

Senior leaders consider the psychological health of employees to be as important as productivity: 15% / 64% / 21%

Senior leaders show support for stress prevention through involvement and commitment: 18% / 59% / 23%

In my workplace, there is good communication about psychological safety issues that affect me: 21% / 53% / 26%

Organisational climate

What this is

This is how well staff feel your organisation supports safety at work.

Why this is important

A safe workplace is a key outcome of Leading the way and the Victorian public sector mental health and wellbeing charter.

How to read this

Under 'Your results', see results for each question in descending order by most agreed.

'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.

Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

50% of your staff who did the survey agreed or strongly agreed with 'All levels of my organisation are involved in the prevention of stress'.

Survey question

Your results

Benchmark agree results

Legend:
- Disagree
- Don't know
- Neither agree nor disagree
- Agree

Survey question		You			Comparator		
		2021	2022	2023	Lowest	Average	Highest
All levels of my organisation are involved in the prevention of stress	24% / 26% / 50%	52 %	51 %	50 %	33 %	45 %	62 %
My organisation has effective procedures in place to support employees who may experience stress	22% / 10% / 25% / 43%	62 %	49 %	43 %	39 %	50 %	61 %

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Workgroup climate

Scorecard

What this is

This scorecard provides overall results for each factor in the workgroup climate part of the survey's theoretical framework.

Why this is important

This page shows which factors are performing well and which factors you can look to improve.

How to read this

Each label represents a group of questions in the survey about workgroup climate.

Each result is the overall percentage of positive responses for your organisation, comparator and public sector.

Example

In 2023:

- 85% of your staff who did the survey responded positively to questions about Workgroup support which is up from 83% in 2022.

Compared to:

- 81% of staff at your comparator and 80% of staff across the public sector.
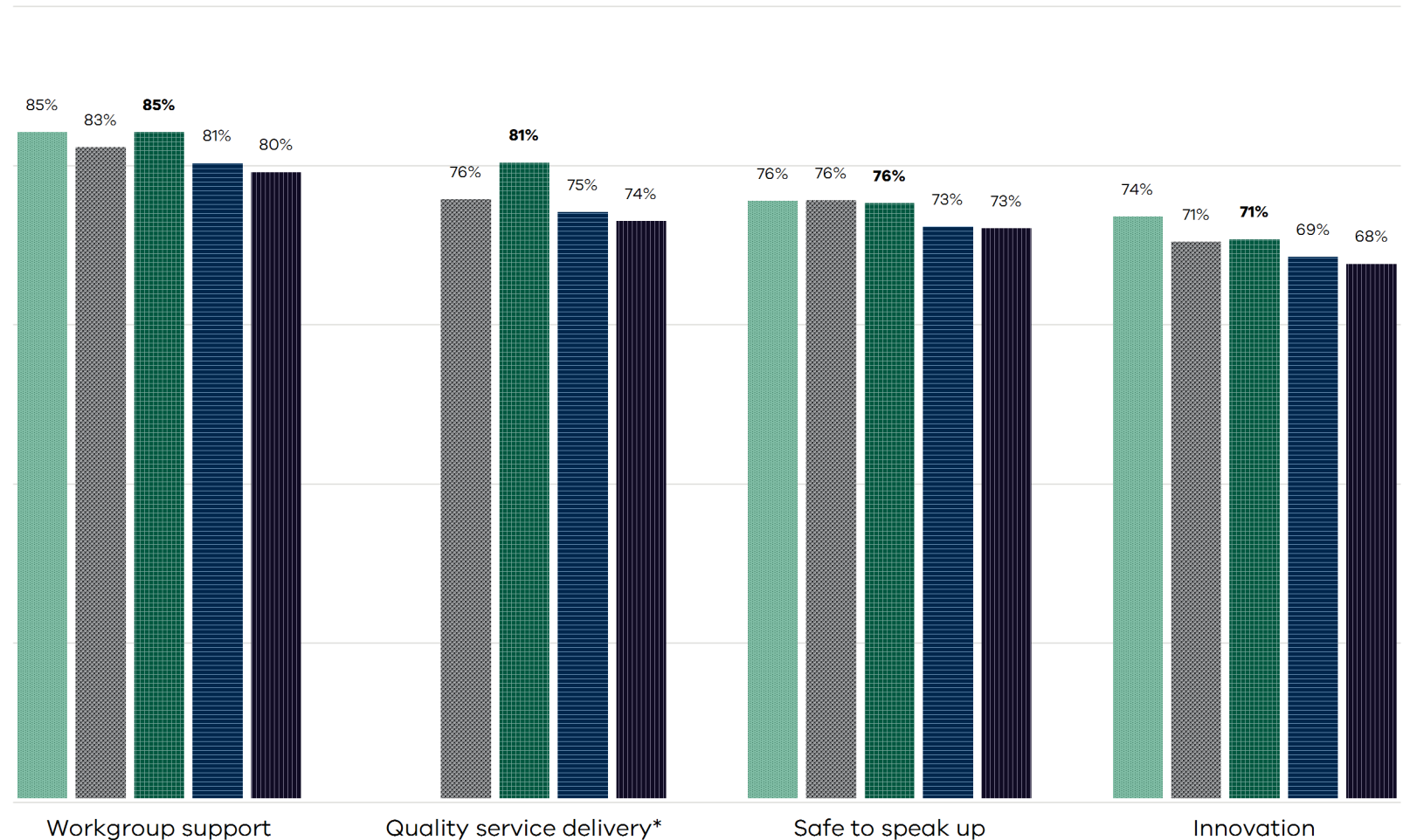
	You 2021	You 2022	You 2023	Comparator 2023	Public sector 2023
Workgroup support	85%	83%	85%	81%	80%
Quality service delivery*		76%	81%	75%	74%
Safe to speak up	76%	76%	76%	73%	73%
Innovation	74%	71%	71%	69%	68%

*We can't compare some data here because one or more questions were not asked in a previous survey

Victorian Public Sector Commission

VICTORIA State Government

Workgroup climate

Quality service delivery

What this is

This is how well workgroups in your organisation operate to deliver quality services.

Why this is important

The public sector must provide high-quality services in a timely way to meet the needs of Victorians.

Workgroups need to be motivated, make impartial decisions and have clear accountabilities.

How to read this

Under 'Your results', see results for each question in descending order by most agreed.

'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.

Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

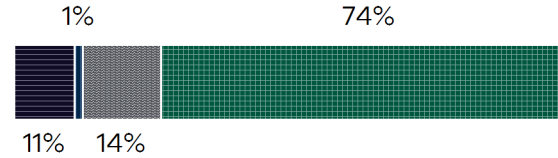95% of your staff who did the survey agreed or strongly agreed with 'My workgroup provides high quality advice and services'.

Legend:
- Disagree
- Don't know
- Neither agree nor disagree
- Agree
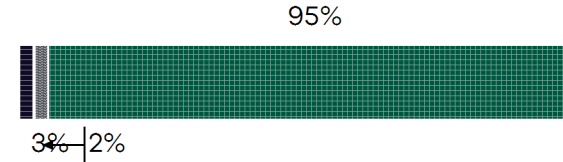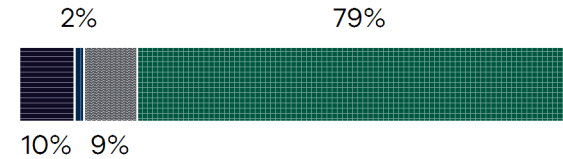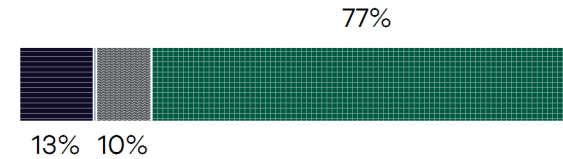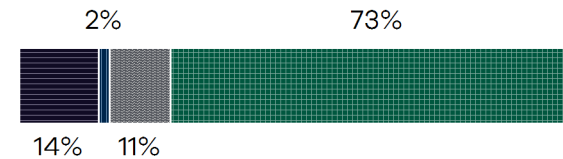
Survey question	Your results	2021	You 2022	2023	Comparator Lowest	Average	Highest
My workgroup provides high quality advice and services	95% (3% / 2%)	Not asked	88 %	95 %	70 %	83 %	94 %
My workgroup acts fairly and without bias	79% (10% / 9% / 2%)	Not asked	78 %	79 %	63 %	76 %	85 %
My workgroup has clear lines of responsibility	77% (13% / 10%)	74 %	72 %	77 %	65 %	73 %	82 %
My workgroup uses its resources well	73% (14% / 11% / 2%)	Not asked	66 %	73 %	54 %	67 %	75 %

Workgroup climate

Innovation

What this is

This is how well staff feel their workgroup innovates its operations.

Why this is important

Innovation can reduce costs, create public value and lead to higher engagement.

How to read this

Under 'Your results', see results for each question in descending order by most agreed.

'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.

Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

74% of your staff who did the survey agreed or strongly agreed with 'My workgroup learns from failures and mistakes'.

Survey question	Your results						

Your results legend: Disagree, Don't know, Neither agree nor disagree, Agree
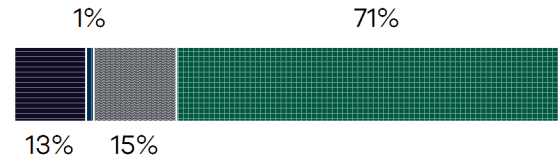
Survey question	Your results	You 2021	You 2022	You 2023	Comparator Lowest	Comparator Average	Comparator Highest
My workgroup learns from failures and mistakes	11% / 1% / 14% / 74%	72 %	72 %	74 %	57 %	70 %	79 %
My workgroup is quick to respond to opportunities to do things better	13% / 1% / 15% / 71%	79 %	72 %	71 %	60 %	71 %	79 %
My workgroup encourages employee creativity	14% / 1% / 16% / 69%	71 %	69 %	69 %	54 %	67 %	78 %

Victorian Public Sector Commission

VICTORIA State Government

Workgroup climate

Workgroup support 1 of 2

What this is

This is how well staff feel people work together and support each other in your organisation.

Why this is important

Collaboration can lead to higher team satisfaction, performance and effectiveness.

How to read this

Under 'Your results', see results for each question in descending order by most agreed.

'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.

Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

89% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup treat each other with respect'.
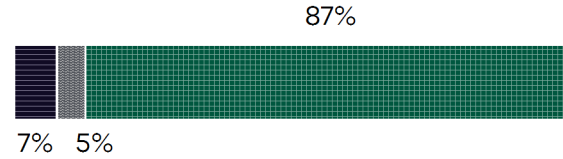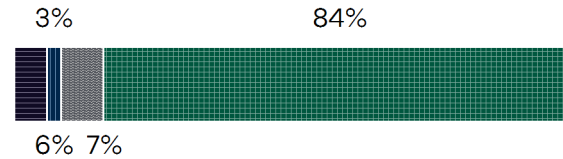
Survey question

Your results

| Disagree | Neither agree nor disagree |
| Don't know | Agree |

Benchmark agree results

	You			Comparator		
	2021	2022	2023	Lowest	Average	Highest

People in my workgroup treat each other with respect
89%
5% 6%

| | 91 % | 88 % | 89 % | 75 % | 85 % | 94 % |
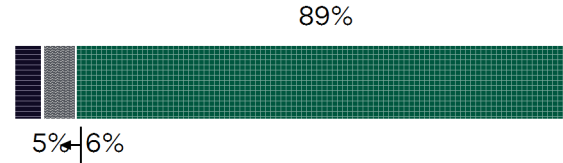
People in my workgroup work together effectively to get the job done
87%
7% 5%

| | 89 % | 85 % | 87 % | 76 % | 83 % | 92 % |

People in my workgroup are politically impartial in their work
3% 84%
6% 7%

| | 85 % | 83 % | 84 % | 72 % | 82 % | 89 % |

People in my workgroup are honest, open and transparent in their dealings
1% 84%
7% 9%

| | 82 % | 82 % | 84 % | 65 % | 78 % | 91 % |

Workgroup climate

Workgroup support 2 of 2

What this is

This is how well staff feel people work together and support each other in your organisation.

Why this is important

Collaboration can lead to higher team satisfaction, performance and effectiveness.

How to read this

Under 'Your results', see results for each question in descending order by most agreed.

'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.

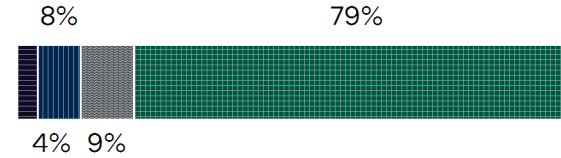Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

79% of your staff who did the survey agreed or strongly agreed with 'People in my workgroup appropriately manage conflicts of interest'.
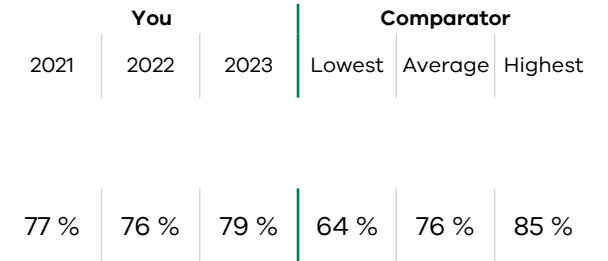
| | Disagree | | Neither agree nor disagree |
| Don't know | | Agree | |

		You			Comparator		
	2021	2022	2023	Lowest	Average	Highest

People in my workgroup appropriately manage conflicts of interest

8% 79%
4% 9%

	You			Comparator		
77 %	76 %	79 %	64 %	76 %	85 %

Workgroup climate

Safe to speak up

What this is

This is how freely and confidently staff feel they can talk about issues without fear of retribution.

Why this is important

Organisations with psychologically safe cultures empower staff to report negative behaviour and integrity issues.

How to read this

Under 'Your results', see results for each question in descending order by most agreed.

'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.

Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

77% of your staff who did the survey agreed or strongly agreed with 'I feel safe to challenge inappropriate behaviour at work'.
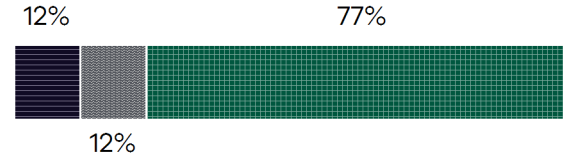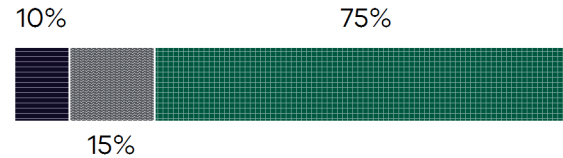
Survey question	Your results	Benchmark agree results

Legend: Disagree | Neither agree nor disagree | Don't know | Agree

Survey question		You			Comparator		
		2021	2022	2023	Lowest	Average	Highest
I feel safe to challenge inappropriate behaviour at work	12% / 12% / 77%	76 %	76 %	77 %	62 %	71 %	81 %
People in my workgroup are able to bring up problems and tough issues	10% / 15% / 75%	76 %	76 %	75 %	62 %	74 %	85 %

Victorian Public Sector Commission

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People matter survey

2023

Have your say

Overview

Report overview

- About your report
- Privacy and anonymity
- Survey's theoretical framework
- Your comparator group
- Your response rate

Result summary

People outcomes

- Scorecard: engagement index
- Engagement
- Scorecard: satisfaction, stress, intention to stay, inclusion
- Satisfaction
- Work-related stress levels
- Work-related stress causes
- Intention to stay

- Inclusion
- Scorecard: emotional effects of work
- Scorecard: negative behaviour
- Bullying
- Sexual harassment
- Discrimination
- Violence and aggression

Key differences

- Highest scoring
- Lowest scoring
- Most improved
- Most declined
- Biggest positive difference from comparator
- Biggest negative difference from comparator

Taking action

- Taking action questions

Detailed results

Senior leadership

- Senior leadership questions

Organisational climate

- Scorecard
- Organisational integrity
- Collaboration
- Safety climate

Workgroup climate

- Scorecard
- Quality service delivery
- Innovation
- Workgroup support
- Safe to speak up

Job and manager factors

- Scorecard
- Manager leadership
- Manager support
- Workload
- Learning and development
- Job enrichment
- Meaningful work
- Flexible working

Public sector values

- Scorecard
- Responsiveness
- Integrity
- Impartiality
- Accountability
- Respect
- Leadership
- Human rights

Topical questions

- Questions on topical issues, includes additional questions that support the Gender Equality Act 2020

Custom questions

- Questions requested by your organisation

Demographics

- Age, gender, variations in sex characteristics and sexual orientation
- Aboriginal and/or Torres Strait Islander
- Disability
- Cultural diversity
- Employment
- Adjustments
- Caring

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Job and manager factors

What this is

This scorecard provides overall results for each job and manager factor in the survey's theoretical framework.

Why this is important

This page shows which factors are performing well and which factors you can look to improve.

How to read this

Each label represents a group of questions in the survey about job and manager factors.

Each result is the overall percentage of positive responses for your organisation, comparator and public sector.
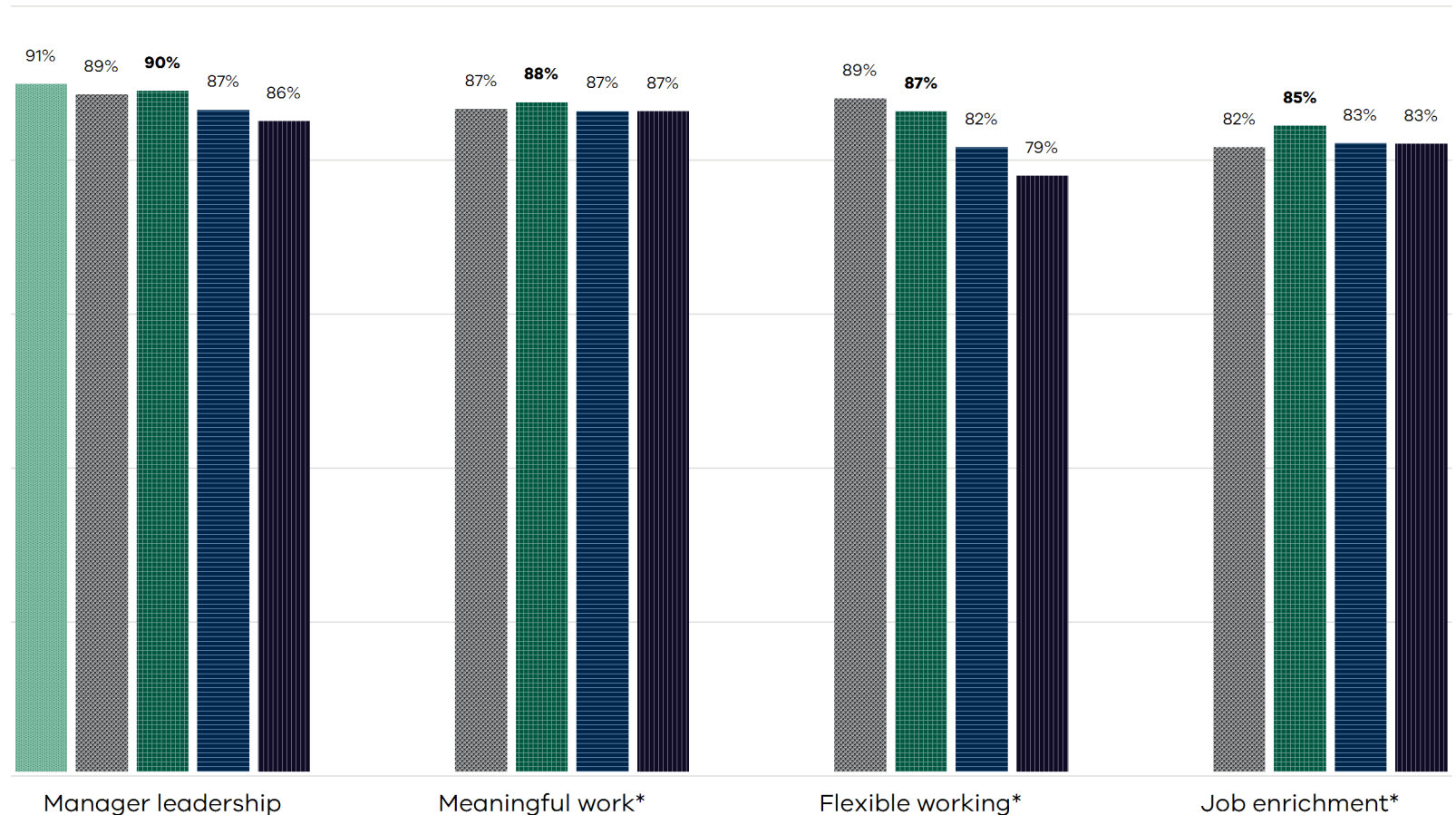
Example

In 2023:

- 90% of your staff who did the survey responded positively to questions about Manager leadership.

Compared to:

- 87% of staff at your comparator and 86% of staff across the public sector.

Manager leadership: You 2021 91%, You 2022 89%, You 2023 90%, Comparator 2023 87%, Public sector 2023 86%

Meaningful work*: You 2022 87%, You 2023 88%, Comparator 2023 87%, Public sector 2023 87%

Flexible working*: You 2022 89%, You 2023 87%, Comparator 2023 82%, Public sector 2023 79%

Job enrichment*: You 2022 82%, You 2023 85%, Comparator 2023 83%, Public sector 2023 83%

*We can't compare some data here because one or more questions were not asked in a previous survey

Legend: You 2021, You 2022, You 2023, Comparator 2023, Public sector 2023

Job and manager factors

What this is

This scorecard provides overall results for each job and manager factor in the survey's theoretical framework.

Why this is important

This page shows which factors are performing well and which factors you can look to improve.

How to read this

Each label represents a group of questions in the survey about job and manager factors.

Each result is the overall percentage of positive responses for your organisation, comparator and public sector.
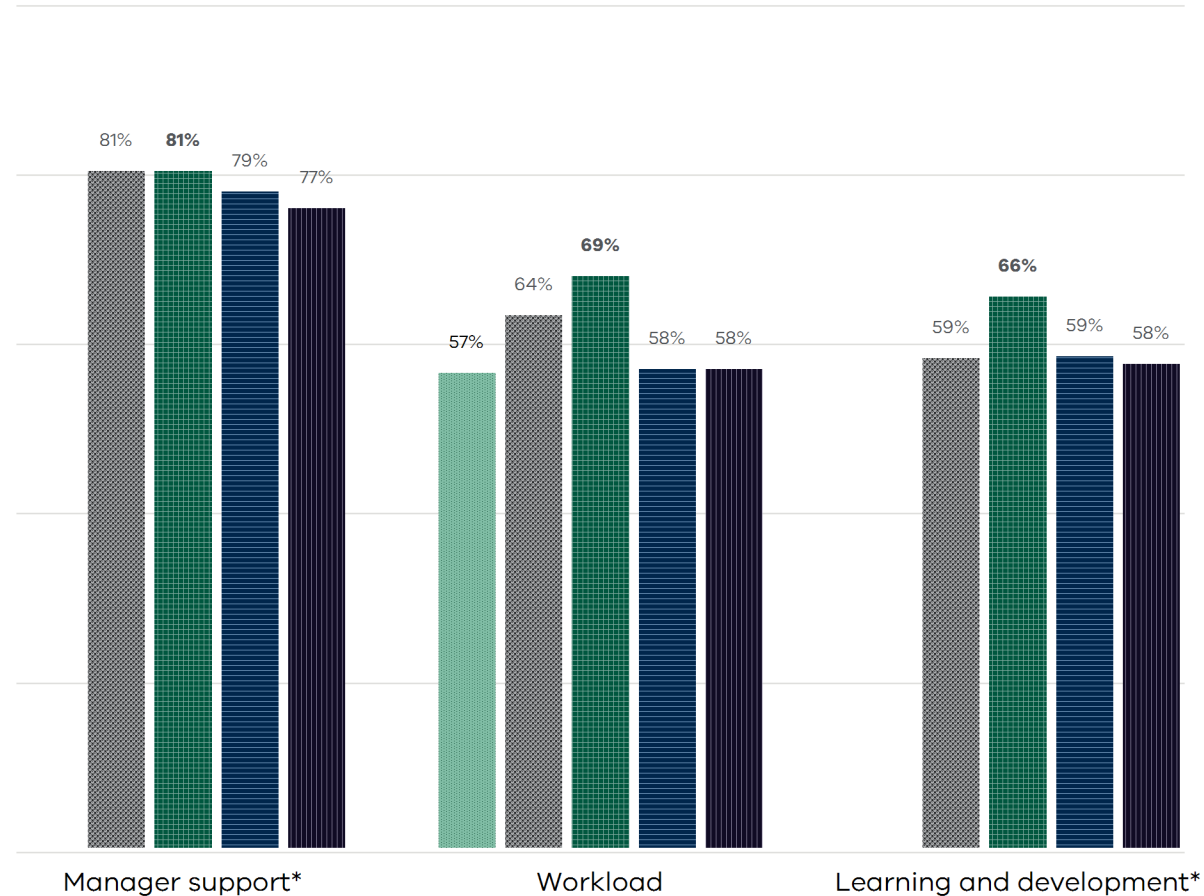
Example

In 2023:

- 81% of your staff who did the survey responded positively to questions about Manager support.

Compared to:

- 79% of staff at your comparator and 77% of staff across the public sector.

*We can't compare some data here because one or more questions were not asked in a previous survey

Legend: You 2021 | You 2022 | You 2023 | Comparator 2023 | Public sector 2023

Chart values:
- Manager support*: 81%, 81%, 79%, 77%
- Workload: 57%, 64%, 69%, 58%, 58%
- Learning and development*: 59%, 66%, 59%, 58%

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Job and manager factors

Manager leadership

What this is

This is how well staff perceive their direct managers lead.

Why this is important

Great managers can foster the right environment for staff engagement.

They can act as role models for your organisation's strategy and values.

How to read this

Under 'Your results', see results for each question in descending order by most agreed.

'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.

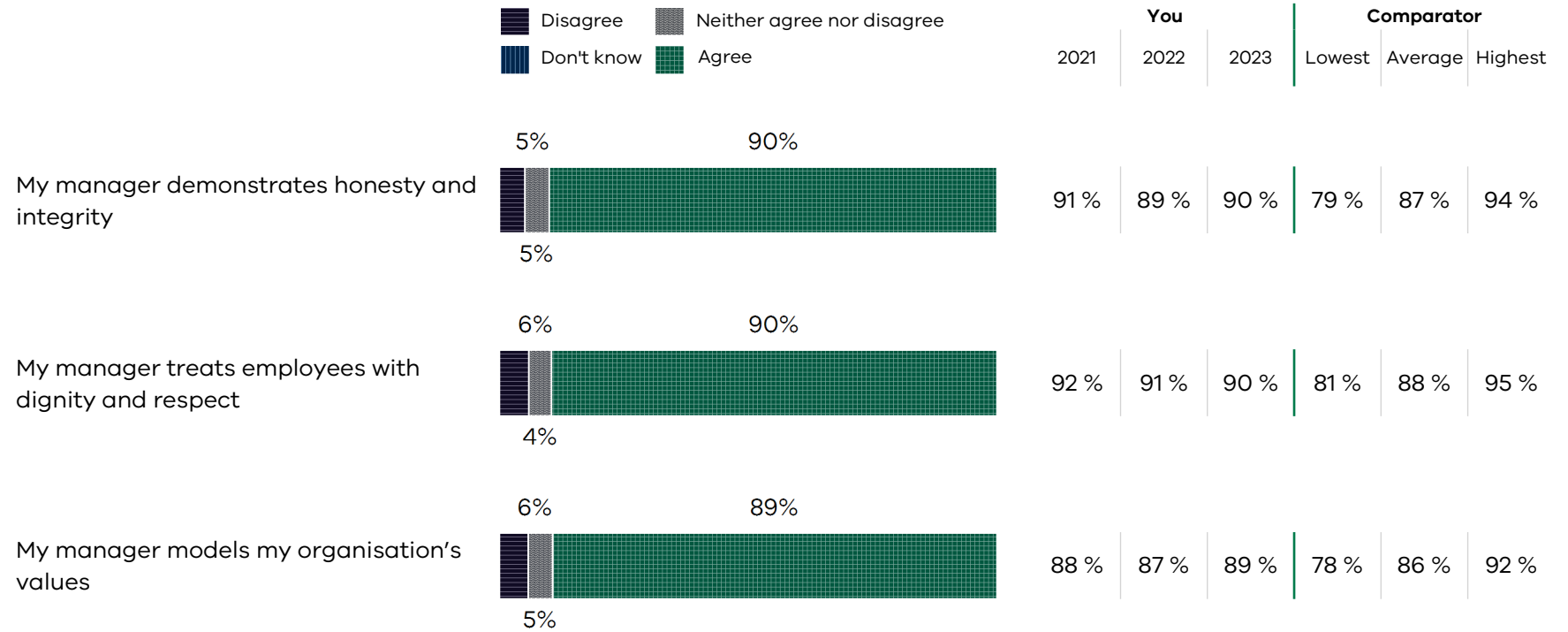Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

90% of your staff who did the survey agreed or strongly agreed with 'My manager demonstrates honesty and integrity'.

Survey question

Your results

Legend:
- Disagree
- Don't know
- Neither agree nor disagree
- Agree

My manager demonstrates honesty and integrity
5% / 90% / 5%

My manager treats employees with dignity and respect
6% / 90% / 4%

My manager models my organisation's values
6% / 89% / 5%

Benchmark agree results

Survey question	You			Comparator		
	2021	2022	2023	Lowest	Average	Highest
My manager demonstrates honesty and integrity	91 %	89 %	90 %	79 %	87 %	94 %
My manager treats employees with dignity and respect	92 %	91 %	90 %	81 %	88 %	95 %
My manager models my organisation's values	88 %	87 %	89 %	78 %	86 %	92 %

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Job and manager factors

What this is

This is how supported staff feel by their direct manager.

Why this is important

Supportive managers can give staff clarity, appreciation and positive feedback and coaching.

This can lead to higher satisfaction, performance and capacity to do work.

How to read this

Under 'Your results', see results for each question in descending order by most agreed.

'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.

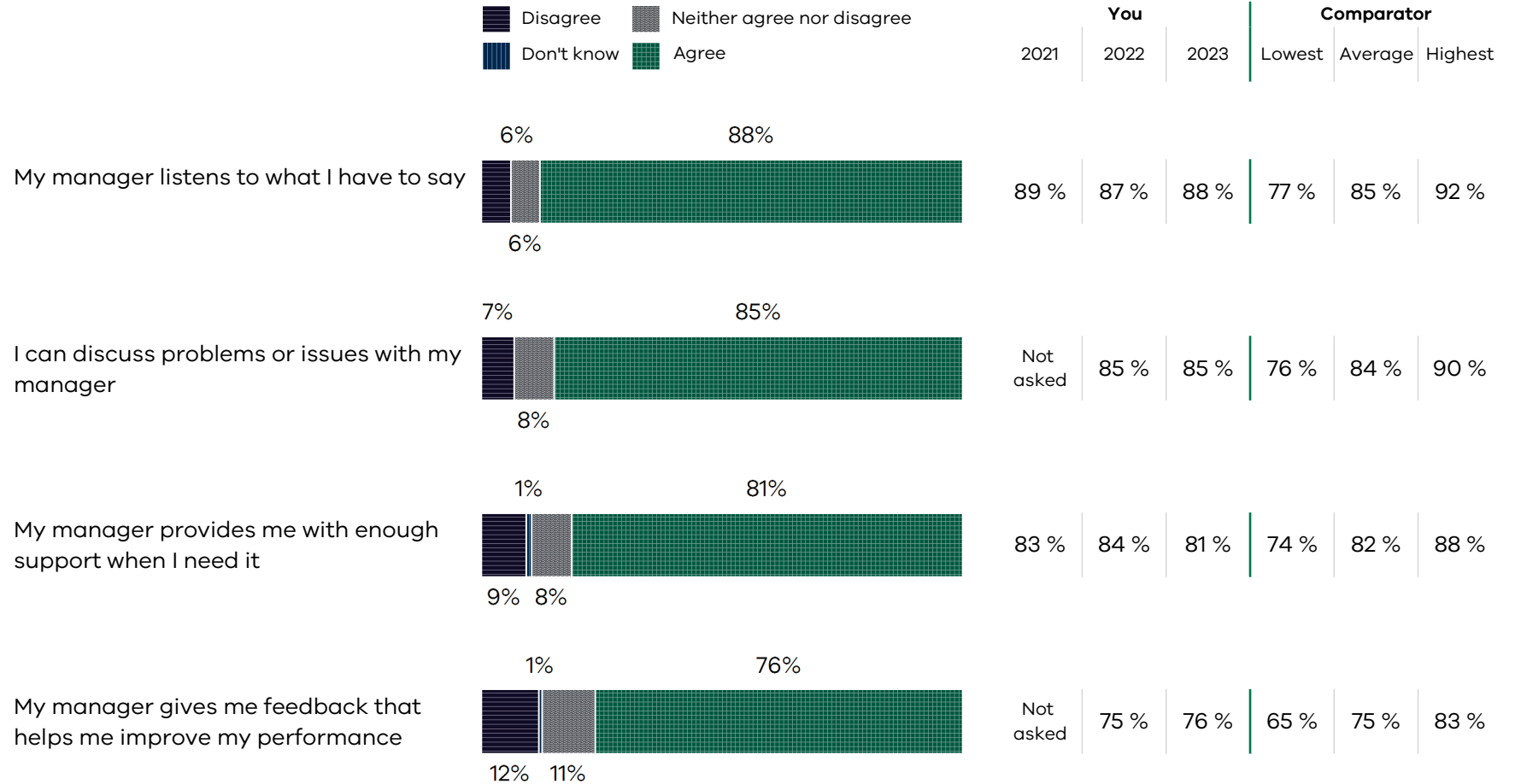Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

88% of your staff who did the survey agreed or strongly agreed with 'My manager listens to what I have to say'.

Survey question / Your results / Benchmark agree results

Legend: Disagree | Neither agree nor disagree | Don't know | Agree

Survey question		You			Comparator		
		2021	2022	2023	Lowest	Average	Highest
My manager listens to what I have to say	6% / 88% / 6%	89 %	87 %	88 %	77 %	85 %	92 %
I can discuss problems or issues with my manager	7% / 85% / 8%	Not asked	85 %	85 %	76 %	84 %	90 %
My manager provides me with enough support when I need it	1% / 81% / 9% / 8%	83 %	84 %	81 %	74 %	82 %	88 %
My manager gives me feedback that helps me improve my performance	1% / 76% / 12% / 11%	Not asked	75 %	76 %	65 %	75 %	83 %

Victorian Public Sector Commission

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Job and manager factors

Manager support 2 of 2

What this is

This is how supported staff feel by their direct manager.

Why this is important

Supportive managers can give staff clarity, appreciation and positive feedback and coaching.

This can lead to higher satisfaction, performance and capacity to do work.

How to read this

Under 'Your results', see results for each question in descending order by most agreed.

'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.

Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.
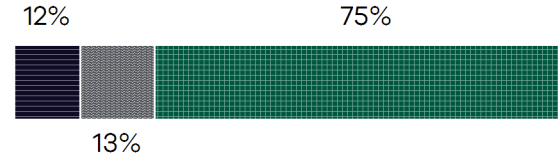
Example

75% of your staff who did the survey agreed or strongly agreed with 'I receive meaningful recognition when I do good work'.
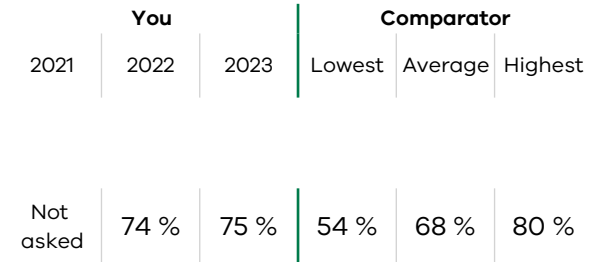
Legend: Disagree | Neither agree nor disagree | Don't know | Agree

Survey question	Your results		2021	You 2022	2023	Comparator Lowest	Average	Highest
I receive meaningful recognition when I do good work	12% 13% 75%		Not asked	74 %	75 %	54 %	68 %	80 %

Victorian Public Sector Commission

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Job and manager factors

Workload

What this is

This is how staff feel about workload and time pressure.

Why this is important

Workload and time pressure are the most prominent causes of work-related stress.

How to read this

Under 'Your results', see results for each question in descending order by most agreed.

'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.

Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.
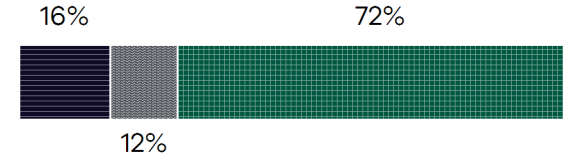
Example

72% of your staff who did the survey agreed or strongly agreed with 'The workload I have is appropriate for the job that I do'.
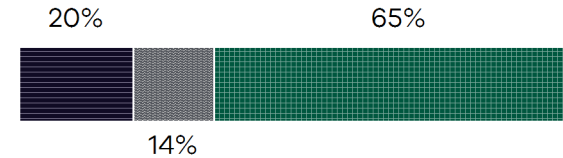
Survey question	Your results	Benchmark agree results

Legend: ■ Disagree   ▨ Neither agree nor disagree   ▦ Agree

| | You | | | Comparator | | |
	2021	2022	2023	Lowest	Average	Highest
The workload I have is appropriate for the job that I do — 16% / 12% / 72%	58 %	65 %	72 %	52 %	59 %	76 %
I have enough time to do my job effectively — 20% / 14% / 65%	56 %	63 %	65 %	47 %	56 %	71 %

Victorian Public Sector Commission

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Job and manager factors

Learning and development

What this is

This is how well staff feel they can learn and grow in your organisation.

Why this is important

Good learning and career development can build engagement, efficiency and capability in organisations. It may also help staff retention.

How to read this

Under 'Your results', see results for each question in descending order by most agreed.

'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.

Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.
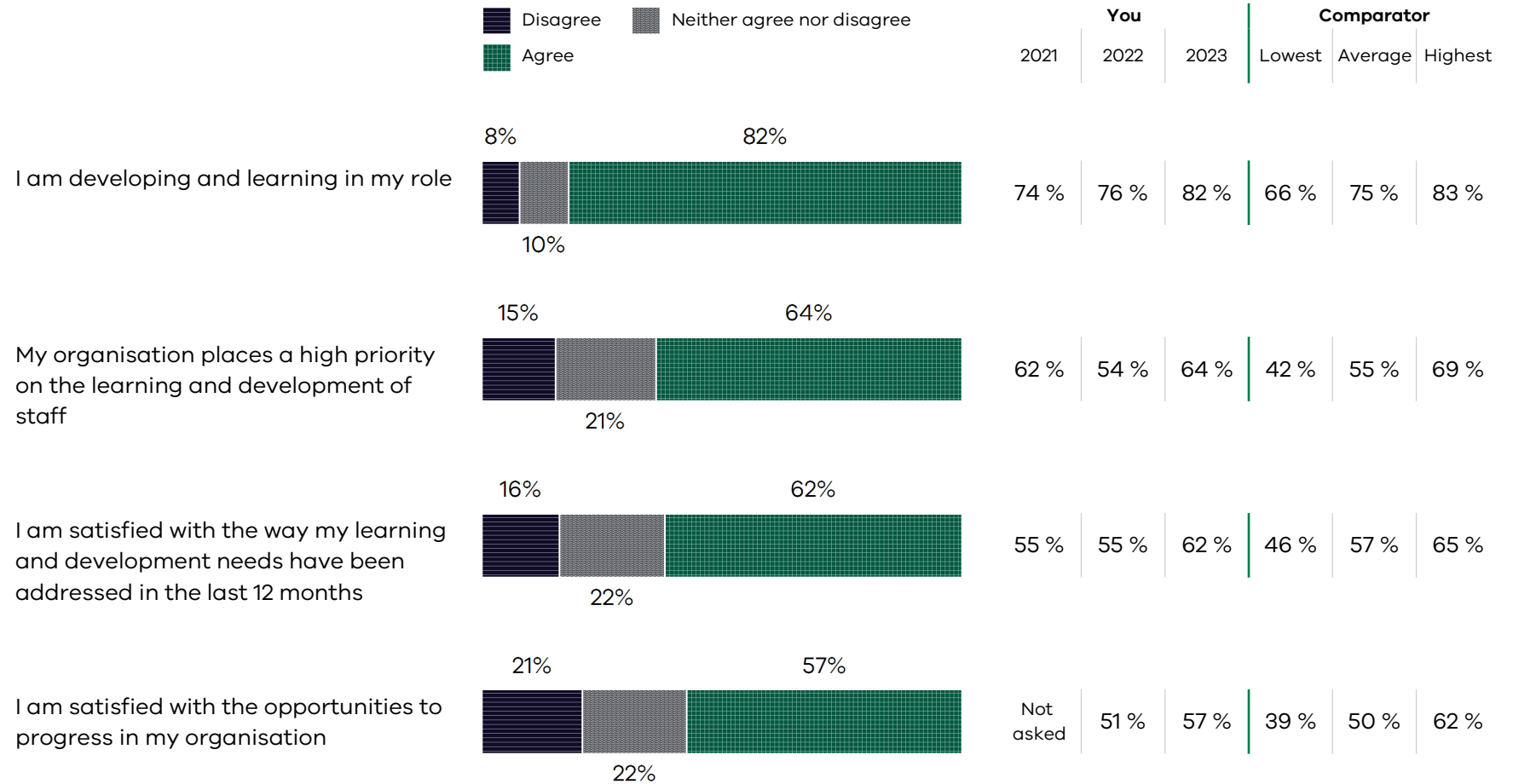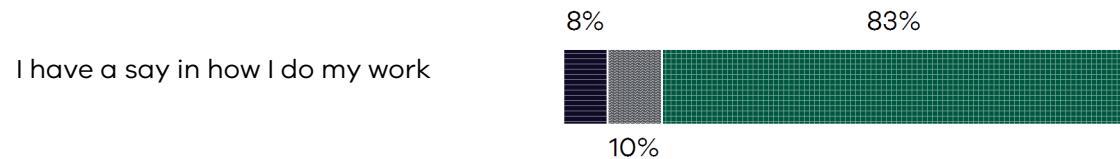
Example

82% of your staff who did the survey agreed or strongly agreed with 'I am developing and learning in my role'.

Legend: ■ Disagree ▨ Neither agree nor disagree ▨ Agree

Survey question	Your results	2021	You 2022	2023	Comparator Lowest	Average	Highest
I am developing and learning in my role	8% / 10% / 82%	74 %	76 %	82 %	66 %	75 %	83 %
My organisation places a high priority on the learning and development of staff	15% / 21% / 64%	62 %	54 %	64 %	42 %	55 %	69 %
I am satisfied with the way my learning and development needs have been addressed in the last 12 months	16% / 22% / 62%	55 %	55 %	62 %	46 %	57 %	65 %
I am satisfied with the opportunities to progress in my organisation	21% / 22% / 57%	Not asked	51 %	57 %	39 %	50 %	62 %

Victorian Public Sector Commission

VICTORIA State Government

Job and manager factors

What this is

This is how staff feel about their autonomy at work and role clarity.

Why this is important

Job enrichment is one of the main drivers of employee engagement and workplace wellbeing.

How to read this

Under 'Your results', see results for each question in descending order by most agreed.

'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.

Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.
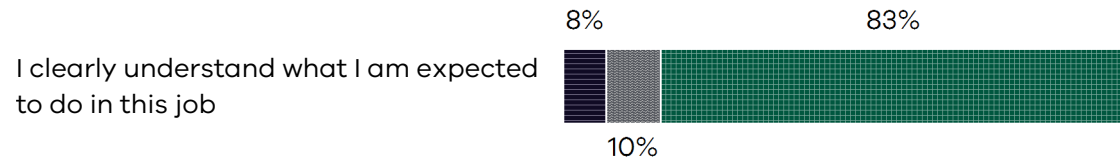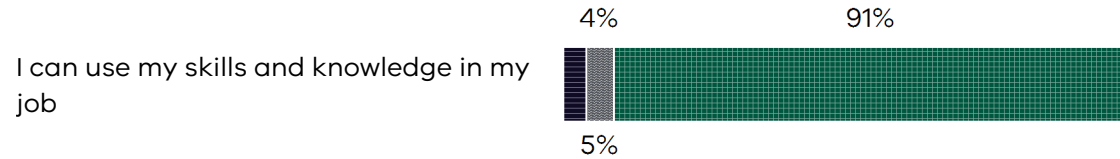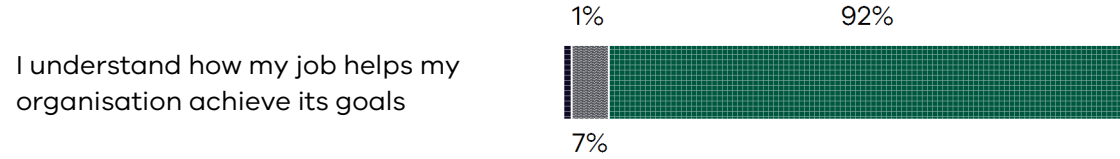
Example

92% of your staff who did the survey agreed or strongly agreed with 'I understand how my job helps my organisation achieve its goals'.

Survey question	Your results		You			Comparator		
		2021	2022	2023		Lowest	Average	Highest

Legend: ■ Disagree ▨ Neither agree nor disagree ▨ Agree

Survey question	Disagree	Neither	Agree	2021	2022	2023	Lowest	Average	Highest
I understand how my job helps my organisation achieve its goals	1%	7%	92%	Not asked	89 %	92 %	85 %	91 %	97 %
I can use my skills and knowledge in my job	4%	5%	91%	Not asked	88 %	91 %	88 %	90 %	93 %
I clearly understand what I am expected to do in this job	8%	10%	83%	78 %	82 %	83 %	79 %	82 %	90 %
I have a say in how I do my work	8%	10%	83%	Not asked	81 %	83 %	66 %	78 %	86 %

Victorian Public Sector Commission

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Job and manager factors

Job enrichment 2 of 2

What this is

This is how staff feel about their autonomy at work and role clarity.

Why this is important

Job enrichment is one of the main drivers of employee engagement and workplace wellbeing.

How to read this

Under 'Your results', see results for each question in descending order by most agreed.

'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.

Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.
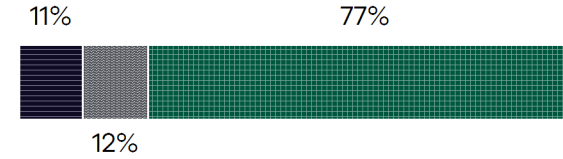
Example

77% of your staff who did the survey agreed or strongly agreed with 'I have the authority to do my job effectively'.
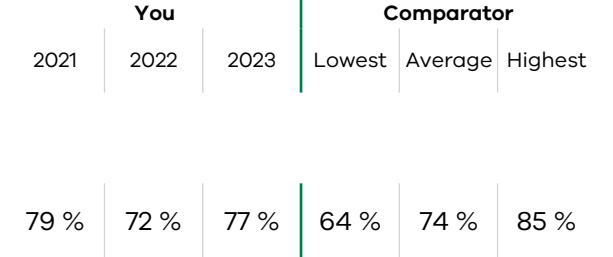
Survey question

I have the authority to do my job effectively

Your results

Disagree | Neither agree nor disagree | Agree

11% 77%

12%

Benchmark agree results

	You			Comparator		
2021	2022	2023	Lowest	Average	Highest
79 %	72 %	77 %	64 %	74 %	85 %

Victorian Public Sector Commission

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Job and manager factors

Meaningful work

What this is

This is how staff feel about their contribution and how worthwhile their work is.

Why this is important

Staff who feel their work is meaningful can help achieve individual, team and organisational outcomes.

How to read this

Under 'Your results', see results for each question in descending order by most agreed.

'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.

Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.
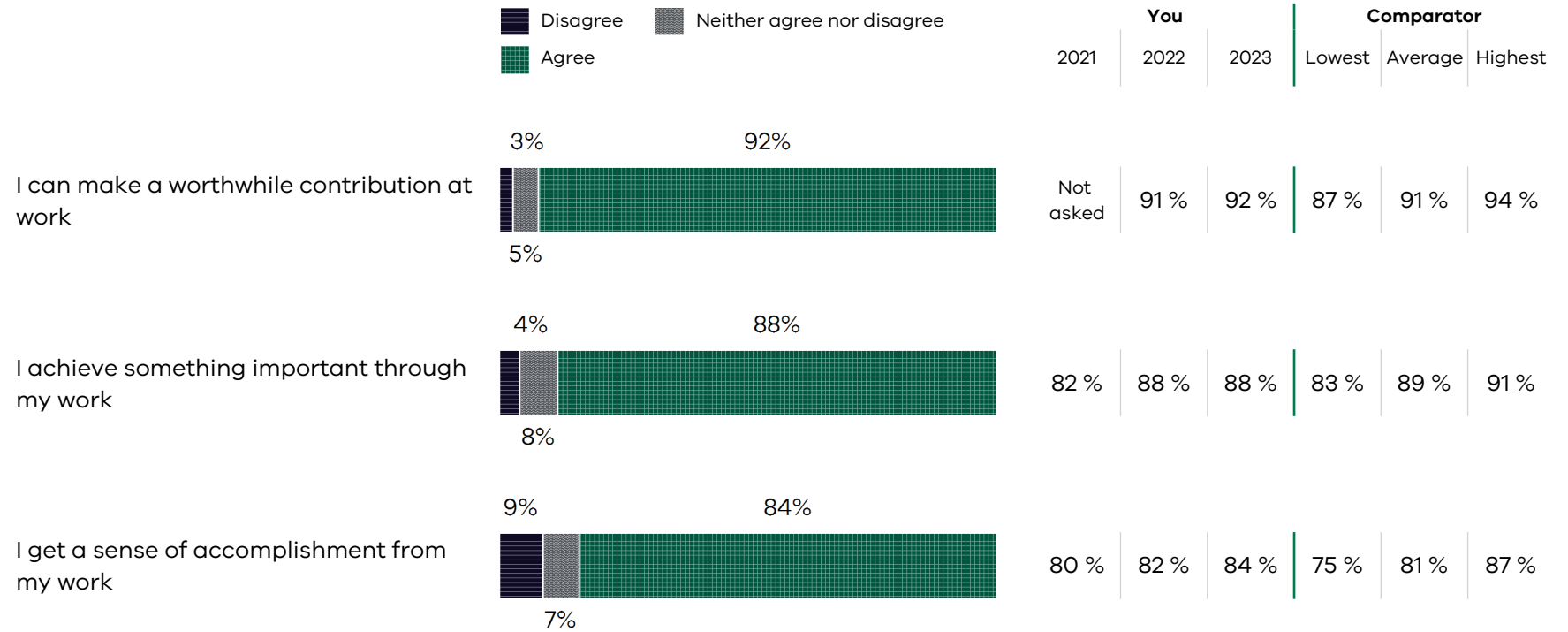
Example

92% of your staff who did the survey agreed or strongly agreed with 'I can make a worthwhile contribution at work'.

Survey question / Your results

Legend: ■ Disagree ▦ Neither agree nor disagree ▦ Agree

I can make a worthwhile contribution at work
3% | 92% | 5%

I achieve something important through my work
4% | 88% | 8%

I get a sense of accomplishment from my work
9% | 84% | 7%

Benchmark agree results

Survey question	You 2021	You 2022	You 2023	Comparator Lowest	Comparator Average	Comparator Highest
I can make a worthwhile contribution at work	Not asked	91 %	92 %	87 %	91 %	94 %
I achieve something important through my work	82 %	88 %	88 %	83 %	89 %	91 %
I get a sense of accomplishment from my work	80 %	82 %	84 %	75 %	81 %	87 %

Victorian Public Sector Commission

VICTORIA State Government

Job and manager factors

Flexible working

What this is

This is how well you organisation supports staff to work flexibly.

Why this is important

Supporting flexible working can improve employee wellbeing.

How to read this

Under 'Your results', see results for each question in descending order by most agreed.

'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.

Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

90% of your staff who did the survey agreed or strongly agreed with 'My manager supports working flexibly'.
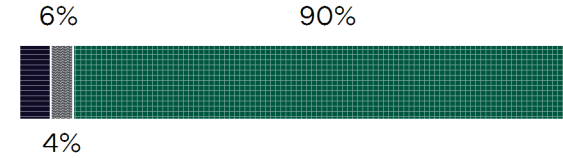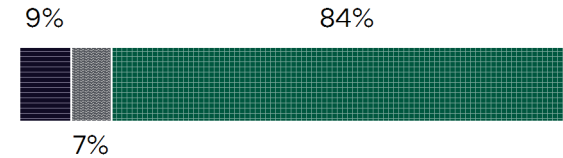
Survey question	Your results						

Legend:
- Disagree
- Don't know
- Neither agree nor disagree
- Agree

	You			Comparator		
Survey question	2021	2022	2023	Lowest	Average	Highest
My manager supports working flexibly (Disagree 6%, Neither 4%, Agree 90%)	Not asked	91 %	90 %	74 %	87 %	96 %
I am confident that if I requested a flexible work arrangement, it would be given due consideration (Disagree 9%, Neither 7%, Agree 84%)	89 %	86 %	84 %	61 %	78 %	91 %

People matter survey

2023

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- Aboriginal and/or Torres Strait Islander
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Victorian Public Sector Commission

VICTORIA State Government

Public sector values

What this is

This is a set of 7 values that form the basis for the professional and ethical conduct of everyone who works in the public sector.

Why this is important

There's a strong link between workplace culture and how staff perceive their organisation lives the public sector values.

How to read this

Each label represents a group of questions in the survey about public sector values.

Each result is the overall percentage of positive responses for your organisation, comparator and public sector.
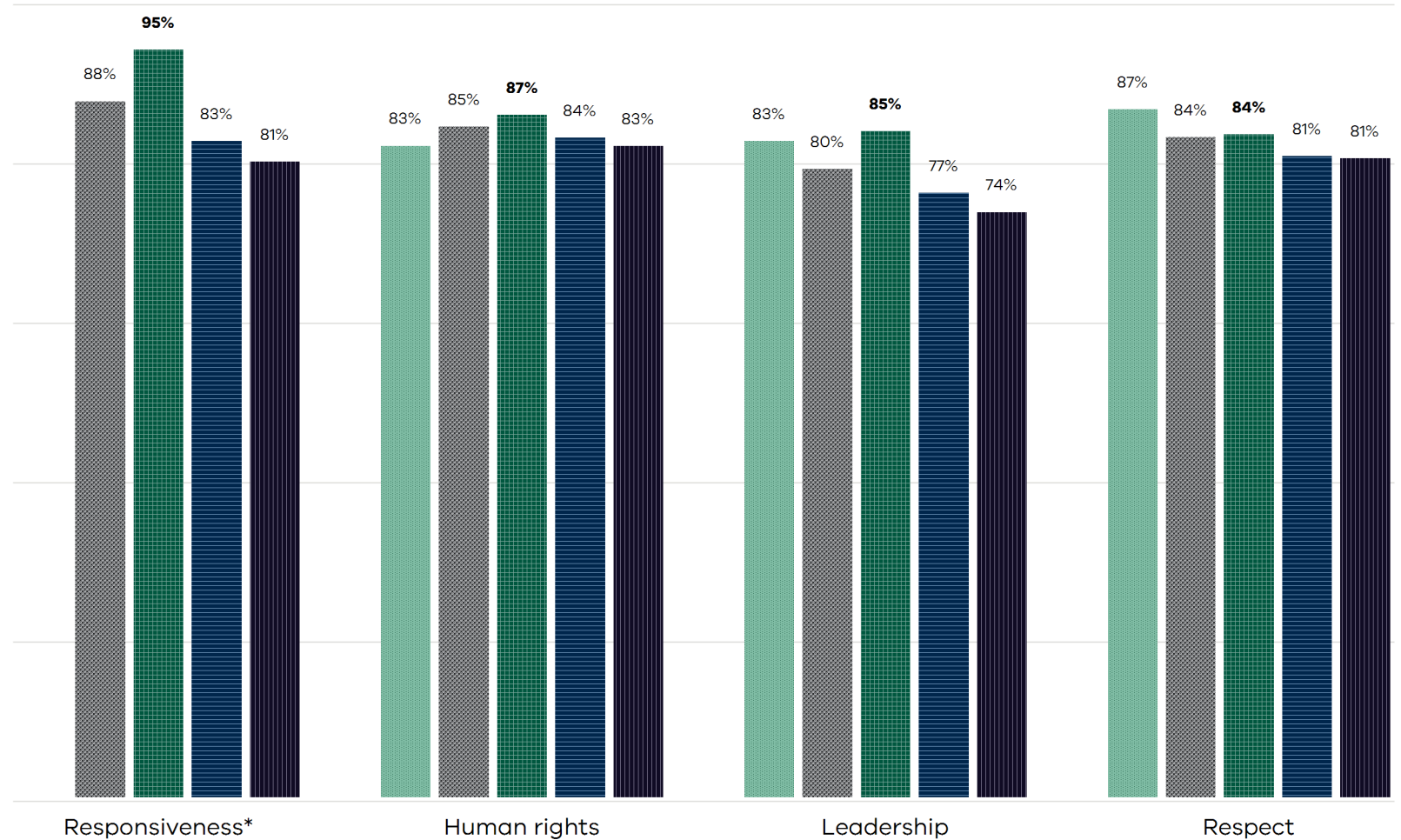
Example

In 2023:

- 95% of your staff who did the survey responded positively to questions about Responsiveness , which is up 6% in 2022.

Compared to:

- 83% of staff at your comparator and 81% of staff across the public sector.

Bar chart data:

	You 2021	You 2022	You 2023	Comparator 2023	Public sector 2023
Responsiveness*		88%	95%	83%	81%
Human rights	83%	85%	87%	84%	83%
Leadership	83%	80%	85%	77%	74%
Respect	87%	84%	84%	81%	81%

*We can't compare some data here because one or more questions were not asked in a previous survey

Legend: You 2021 · You 2022 · You 2023 · Comparator 2023 · Public sector 2023

Public sector values

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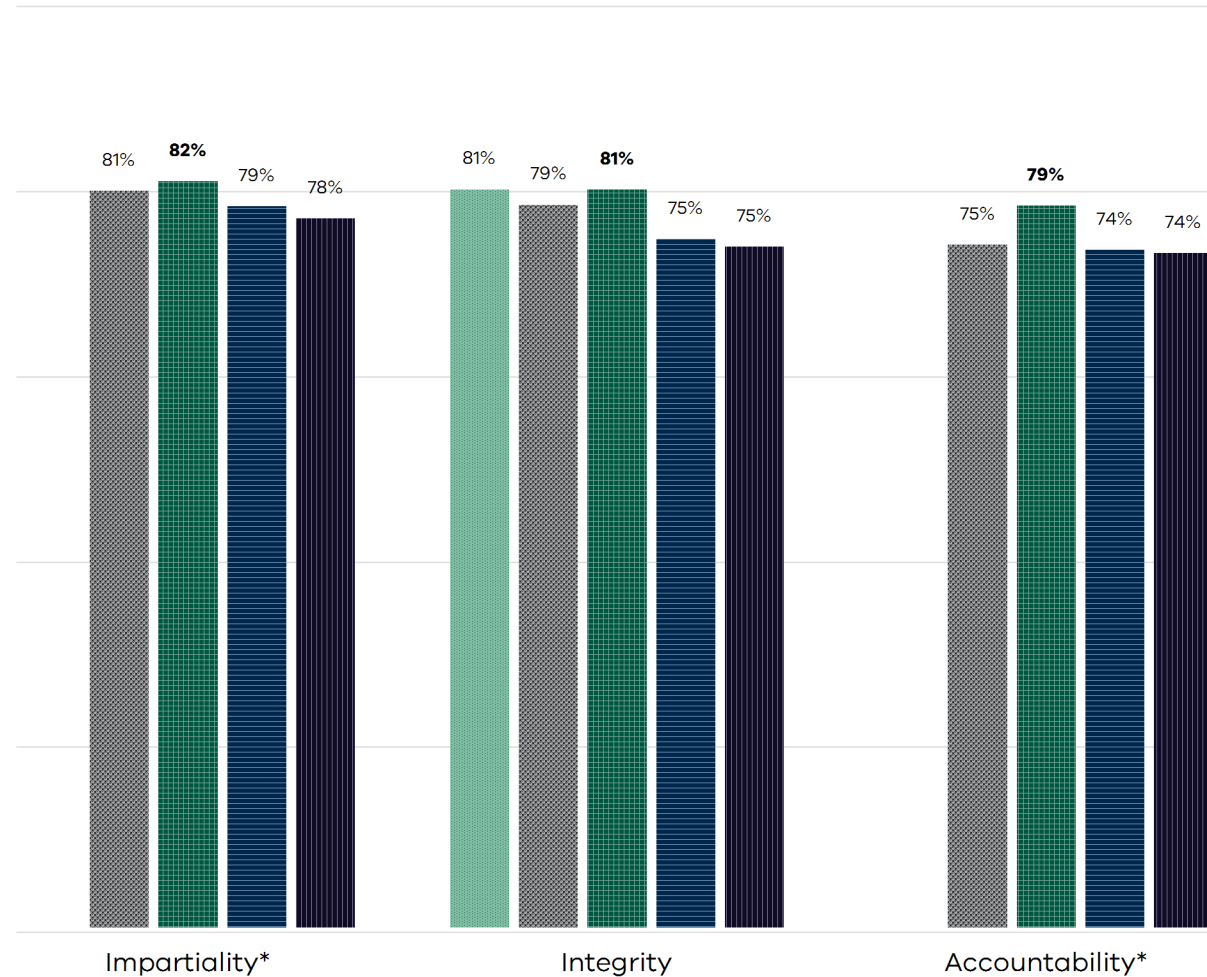
Example

In 2023:

- 82% of your staff who did the survey responded positively to questions about Impartiality , which is up 1% in 2022.

Compared to:

- 79% of staff at your comparator and 78% of staff across the public sector.

Chart data:

	Impartiality*	Integrity	Accountability*
You 2021		81%	
You 2022	81%	79%	75%
You 2023	82%	81%	79%
Comparator 2023	79%	75%	74%
Public sector 2023	78%	75%	74%

*We can't compare some data here because one or more questions were not asked in a previous survey

Legend: You 2021 | You 2022 | You 2023 | Comparator 2023 | Public sector 2023

Victorian Public Sector Commission

VICTORIA State Government

Public sector values

Responsiveness

What this is

This is how responsive your staff feel they are to the community.

Why this is important

Staff need to feel they can adapt to the changing demands and circumstances of our clients and stakeholders.

How to read this

Under 'Your results', see results for each question in descending order by most agreed.

'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.

Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.
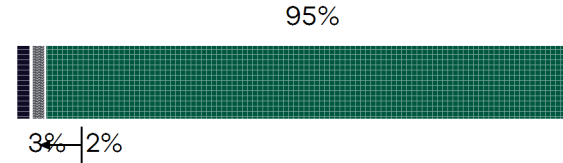
Example

95% of staff who did the survey agreed or strongly agreed with 'My workgroup provides high quality advice and services'.
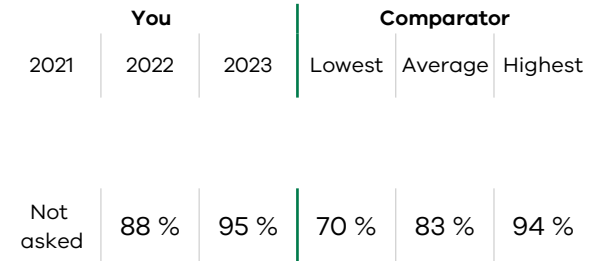
Legend	
▉ Disagree	▓ Neither agree nor disagree
▐ Don't know	▓ Agree

Survey question	Your results		You			Comparator		
		2021	2022	2023		Lowest	Average	Highest
My workgroup provides high quality advice and services	95% 3% 2%	Not asked	88 %	95 %		70 %	83 %	94 %

Victorian Public Sector Commission

VICTORIA State Government

Public sector values

What this is

Integrity is being honest and transparent, conducting ourselves properly and using our powers responsibly.

Why this is important

The Victorian community need high trust in how everyone in the public sector works and what they do.

How to read this

Under 'Your results', see results for each question in descending order by most agreed.

'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.

Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.
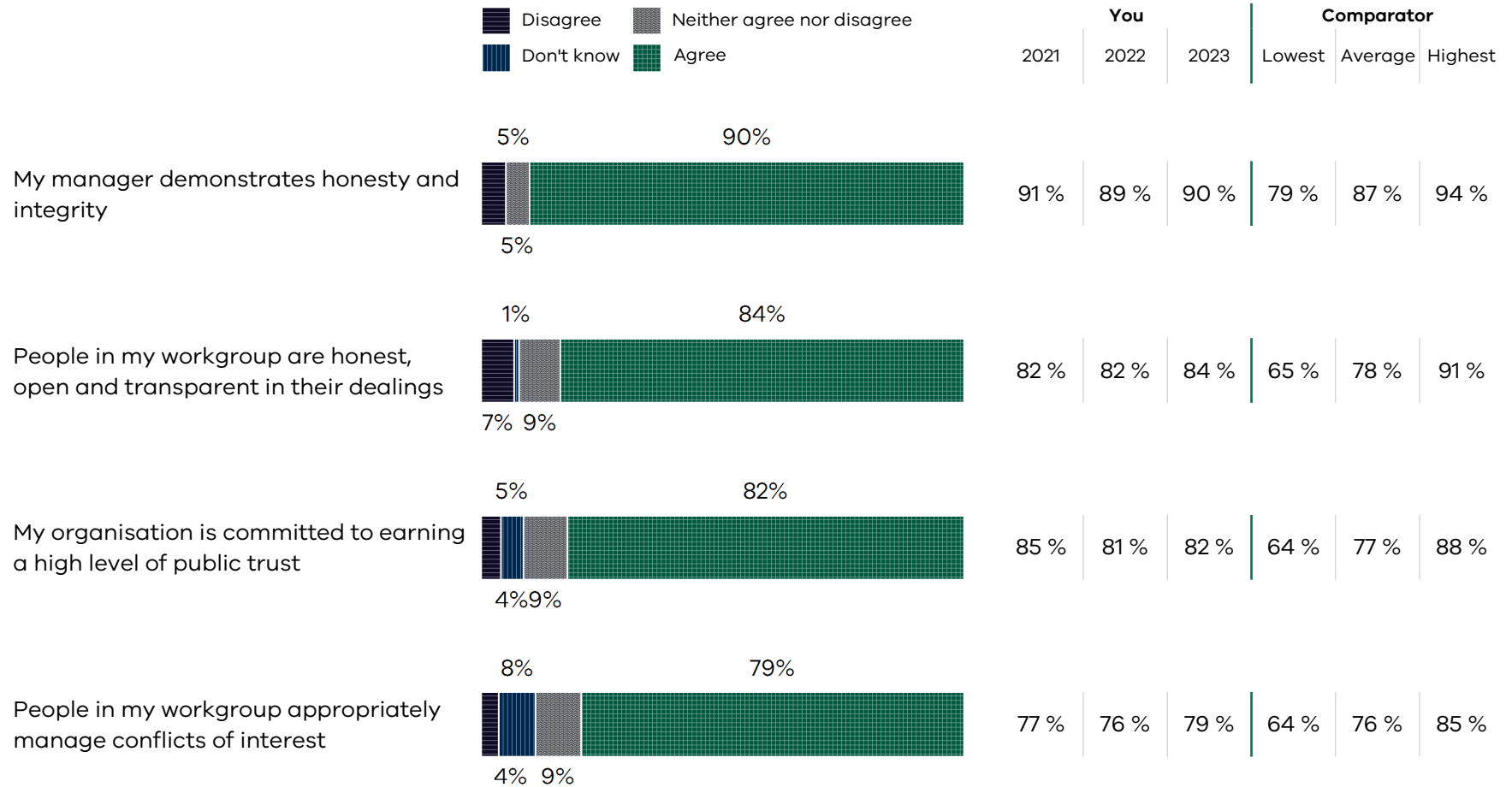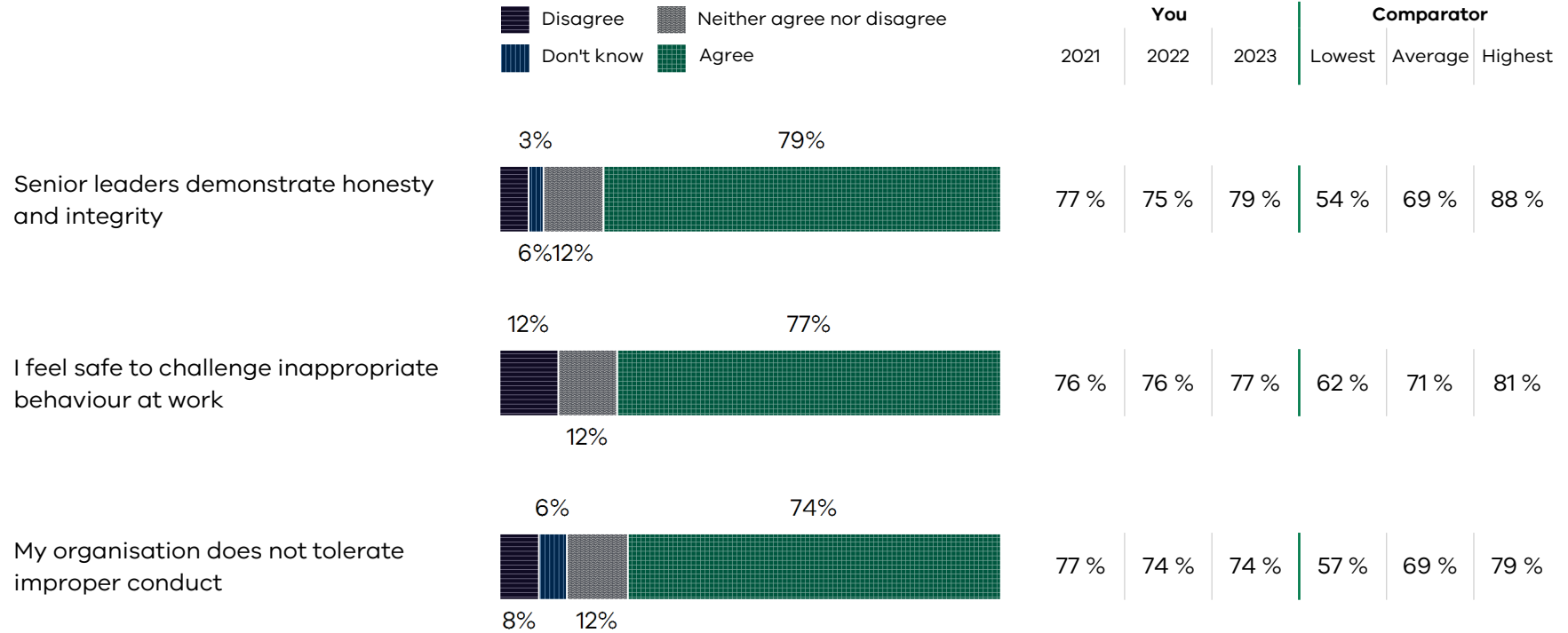
Example

90% of staff who did the survey agreed or strongly agreed with 'My manager demonstrates honesty and integrity'.

Survey question / Your results / Benchmark agree results

Legend:
- Disagree
- Don't know
- Neither agree nor disagree
- Agree

Survey question		You			Comparator		
		2021	2022	2023	Lowest	Average	Highest
My manager demonstrates honesty and integrity	5% / 90% / 5%	91 %	89 %	90 %	79 %	87 %	94 %
People in my workgroup are honest, open and transparent in their dealings	1% / 84% / 7% / 9%	82 %	82 %	84 %	65 %	78 %	91 %
My organisation is committed to earning a high level of public trust	5% / 82% / 4% / 9%	85 %	81 %	82 %	64 %	77 %	88 %
People in my workgroup appropriately manage conflicts of interest	8% / 79% / 4% / 9%	77 %	76 %	79 %	64 %	76 %	85 %

Victorian Public Sector Commission

VICTORIA State Government

Public sector values

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How to read this

Under 'Your results', see results for each question in descending order by most agreed.

'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.

Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

79% of staff who did the survey agreed or strongly agreed with 'Senior leaders demonstrate honesty and integrity'.

Survey question	Your results						

Legend:
- Disagree
- Don't know
- Neither agree nor disagree
- Agree

Survey question	Your results	You 2021	You 2022	You 2023	Comparator Lowest	Comparator Average	Comparator Highest
Senior leaders demonstrate honesty and integrity	3% / 6% / 12% / 79%	77 %	75 %	79 %	54 %	69 %	88 %
I feel safe to challenge inappropriate behaviour at work	12% / 12% / 77%	76 %	76 %	77 %	62 %	71 %	81 %
My organisation does not tolerate improper conduct	6% / 8% / 12% / 74%	77 %	74 %	74 %	57 %	69 %	79 %

Victorian Public Sector Commission

VICTORIA State Government

Public sector values

Impartiality

What this is

Impartiality is how your staff feel an organisation makes informed decisions and provides stable advice on merit, without bias, favouritism or self interest.

Why this is important

We all have an obligation to be impartial and make objective and fair decisions that are open to scrutiny.

How to read this

Under 'Your results', see results for each question in descending order by most agreed.

'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.

Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

84% of staff who did the survey agreed or strongly agreed with 'People in my workgroup are politically impartial in their work'.

Survey question

Your results

| ■ Disagree | ■ Neither agree nor disagree |
| ■ Don't know | ■ Agree |

People in my workgroup are politically impartial in their work

3%   84%
6% 7%

My workgroup acts fairly and without bias

2%   79%
10% 9%

Benchmark agree results
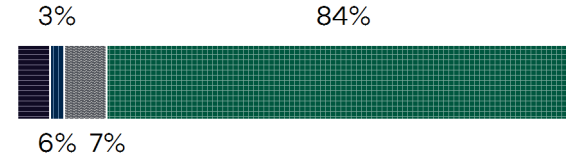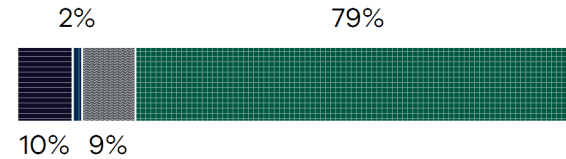
	You			Comparator		
2021	2022	2023	Lowest	Average	Highest
85 %	83 %	84 %	72 %	82 %	89 %
Not asked	78 %	79 %	63 %	76 %	85 %

Public sector values

What this is

Accountability is if your staff feel they work to clear objectives in a transparent manner and can accept responsibility for decisions.

Why this is important

As we all make decisions on behalf of Victorians, we must be accountable in the resources we use.

How to read this

Under 'Your results', see results for each question in descending order by most agreed.

'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.

Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

92% of staff who did the survey agreed or strongly agreed with 'I understand how my job helps my organisation achieve its goals'.
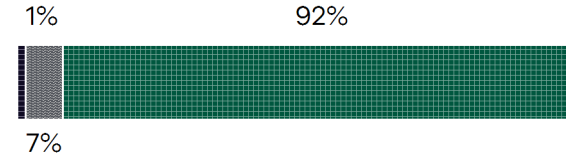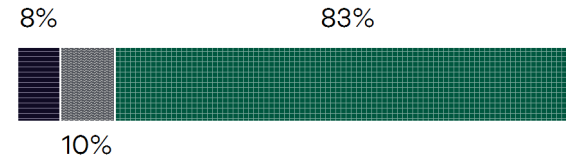
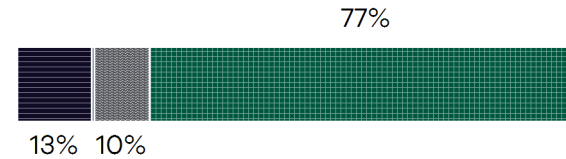### Survey question / Your results / Benchmark agree results

Legend: Disagree | Neither agree nor disagree | Don't know | Agree

Survey question	Your results	You 2021	You 2022	You 2023	Comparator Lowest	Comparator Average	Comparator Highest
I understand how my job helps my organisation achieve its goals	1% / 7% / 92%	Not asked	89 %	92 %	85 %	91 %	97 %
I clearly understand what I am expected to do in this job	8% / 10% / 83%	78 %	82 %	83 %	79 %	82 %	90 %
My workgroup has clear lines of responsibility	13% / 10% / 77%	74 %	72 %	77 %	65 %	73 %	82 %
My workgroup uses its resources well	14% / 2% / 11% / 73%	Not asked	66 %	73 %	54 %	67 %	75 %

Public sector values

What this is

Accountability is if your staff feel they work to clear objectives in a transparent manner and can accept responsibility for decisions.

Why this is important

As we all make decisions on behalf of Victorians, we must be accountable in the resources we use.

How to read this

Under 'Your results', see results for each question in descending order by most agreed.

'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.

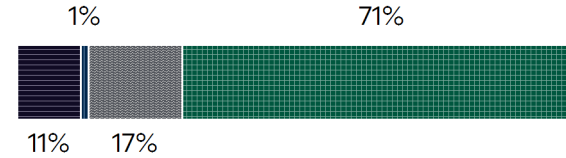Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

71% of staff who did the survey agreed or strongly agreed with 'Senior leaders provide clear strategy and direction'.
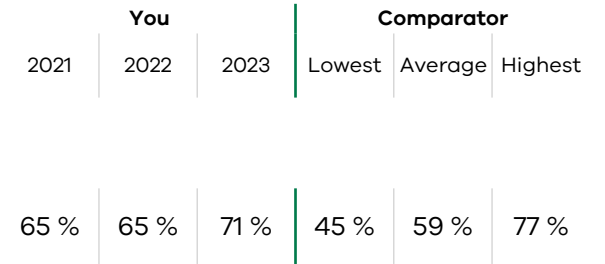
Survey question	Your results	Benchmark agree results

Legend: ■ Disagree ▦ Neither agree nor disagree ▥ Don't know ▦ Agree

			You			Comparator		
		2021	2022	2023	Lowest	Average	Highest

Survey question	Your results	2021	2022	2023	Lowest	Average	Highest
Senior leaders provide clear strategy and direction	11% / 1% / 17% / 71%	65 %	65 %	71 %	45 %	59 %	77 %

Public sector values

Respect 1 of 2

What this is

Respect is how your staff feel they're treated in the workplace and community.

Why this is important

All staff need to treat their colleagues and Victorians with respect.

How to read this

Under 'Your results', see results for each question in descending order by most agreed.

'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.

Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.
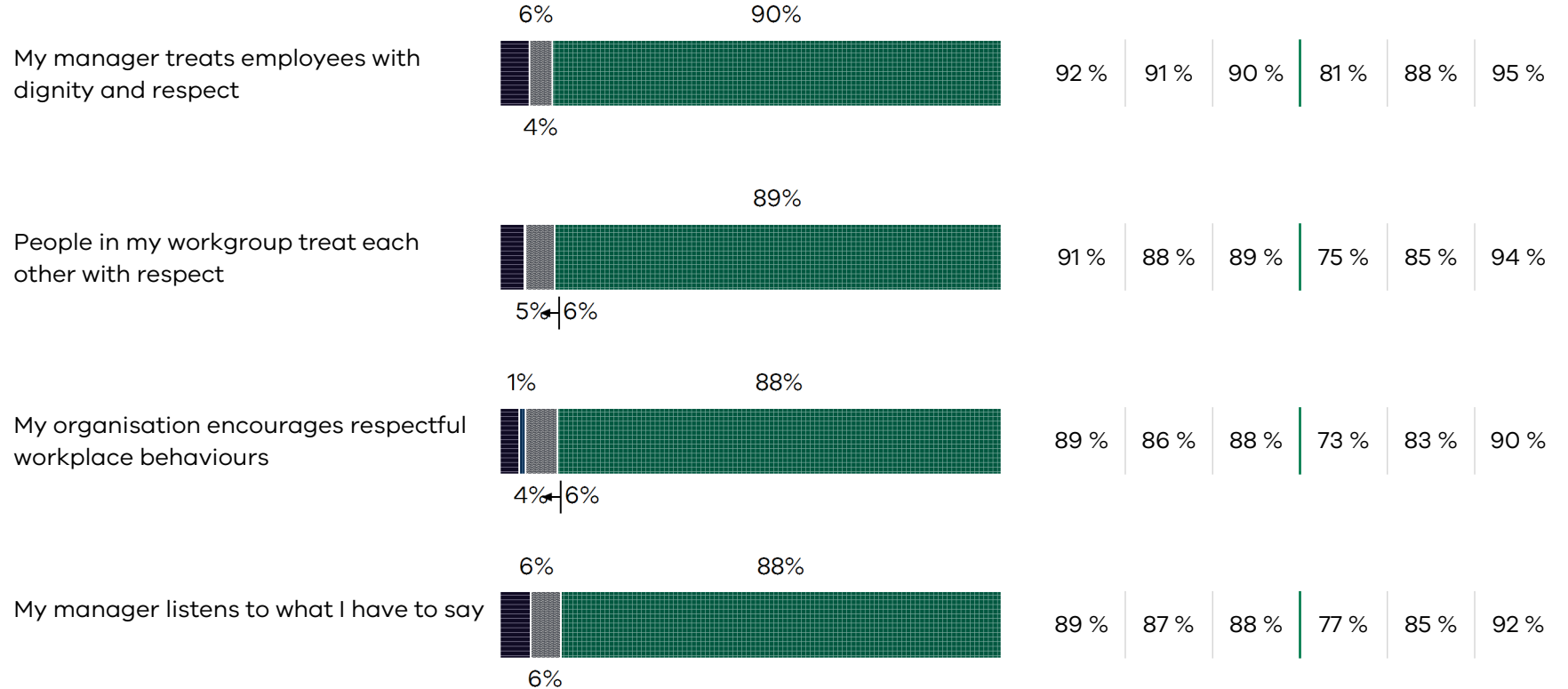
Example

90% of staff who did the survey agreed or strongly agreed with 'My manager treats employees with dignity and respect'.

Legend:
- Disagree
- Don't know
- Neither agree nor disagree
- Agree

Survey question		You			Comparator		
		2021	2022	2023	Lowest	Average	Highest
My manager treats employees with dignity and respect	6% / 90% / 4%	92 %	91 %	90 %	81 %	88 %	95 %
People in my workgroup treat each other with respect	89% / 5% / 6%	91 %	88 %	89 %	75 %	85 %	94 %
My organisation encourages respectful workplace behaviours	1% / 88% / 4% / 6%	89 %	86 %	88 %	73 %	83 %	90 %
My manager listens to what I have to say	6% / 88% / 6%	89 %	87 %	88 %	77 %	85 %	92 %

Public sector values

What this is

Respect is how your staff feel they're treated in the workplace and community.

Why this is important

All staff need to treat their colleagues and Victorians with respect.

How to read this

Under 'Your results', see results for each question in descending order by most agreed.

'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.
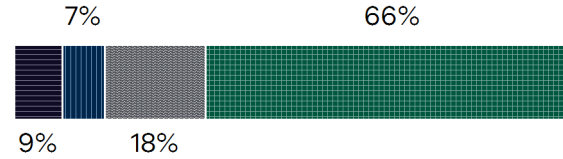
Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

66% of staff who did the survey agreed or strongly agreed with 'My organisation takes steps to eliminate bullying, harassment and discrimination'.
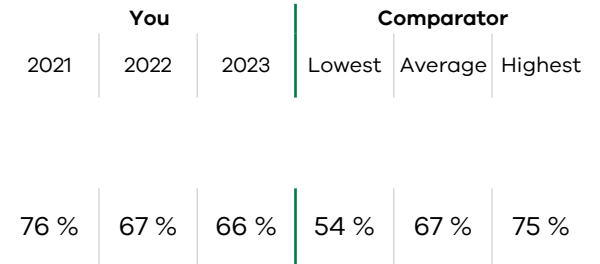
Survey question	Your results	Benchmark agree results

Legend:
- Disagree
- Don't know
- Neither agree nor disagree
- Agree

	You			Comparator		
	2021	2022	2023	Lowest	Average	Highest
My organisation takes steps to eliminate bullying, harassment and discrimination	76 %	67 %	66 %	54 %	67 %	75 %

Your results bar: Disagree 9%, Don't know, Neither agree nor disagree 7%, 18%, Agree 66%

Victorian Public Sector Commission

VICTORIA State Government

Public sector values

Leadership

What this is

Leadership is how your staff feel an organisation implements and promotes the public sector values.

Why this is important

Good leadership plays a role in the development of workplace culture.

It also gives Victorians confidence that staff in the public sector behave to a high standard.

How to read this

Under 'Your results', see results for each question in descending order by most agreed.

'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.

Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.
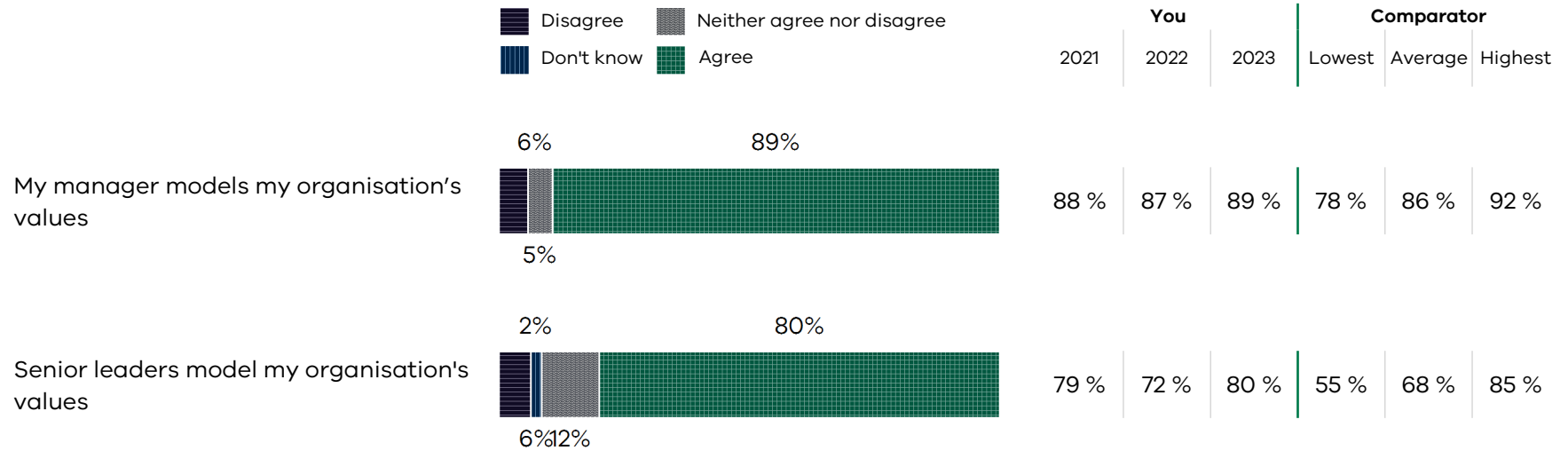
Example

89% of staff who did the survey agreed or strongly agreed with 'My manager models my organisation's values'.

Survey question

Your results

Legend:
- Disagree
- Don't know
- Neither agree nor disagree
- Agree

My manager models my organisation's values

6%   89%
5%

Senior leaders model my organisation's values

2%   80%
6%12%

Benchmark agree results

Survey question	You			Comparator		
	2021	2022	2023	Lowest	Average	Highest
My manager models my organisation's values	88 %	87 %	89 %	78 %	86 %	92 %
Senior leaders model my organisation's values	79 %	72 %	80 %	55 %	68 %	85 %

Public sector values

Human rights

What this is

Human rights is how your staff feel their organisation upholds basic human rights.

Why this is important

Using the Victorian Charter of Human Rights, organisations must consider human rights in how they work and act.

How to read this

Under 'Your results', see results for each question in descending order by most agreed.

'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.

Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.

Example

87% of staff who did the survey agreed or strongly agreed with 'I understand how the Charter of Human Rights and Responsibilities applies to my work'.
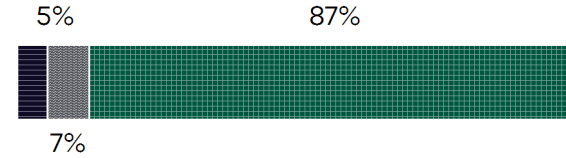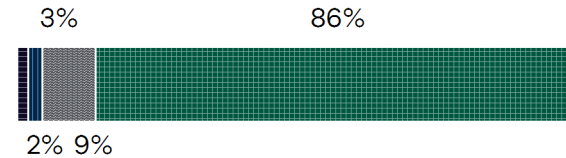
Survey question	Your results							

Your results legend: ■ Disagree ▨ Neither agree nor disagree ▮ Don't know ▨ Agree

Survey question	Your results	2021	2022	2023	Lowest	Average	Highest
			You			**Comparator**	
I understand how the Charter of Human Rights and Responsibilities applies to my work	5% ▪ 87% 7%	80 %	86 %	87 %	75 %	84 %	92 %
My organisation encourages employees to act in ways that are consistent with human rights	3% ▪ 86% 2% 9%	86 %	85 %	86 %	76 %	84 %	90 %

People matter survey

2023

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- Human rights

Topical questions

- Questions on topical issues, includes additional questions that support the Gender Equality Act 2020

Custom questions

- Questions requested by your organisation

Demographics

- Age, gender, variations in sex characteristics and sexual orientation
- Aboriginal and/or Torres Strait Islander
- Disability
- Cultural diversity
- Employment
- Adjustments
- Caring

Topical questions

What this is

These are additional questions to support Workplace Gender Audits, in addition to existing survey questions on gender equality.

Detailed results for all gender equality questions are provided to your Human Resources area in separate Excel reports..

Why this is important

Under the Gender Equality Act 2020, organisations have obligations to promote gender equality in the workplace.

How to read this

Under 'Your results', see results for each question in descending order by most agreed.

'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.
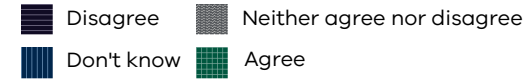
Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.
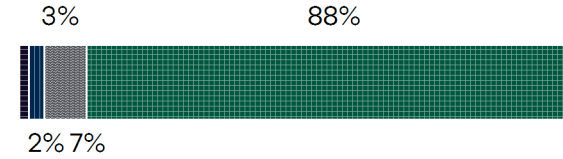
Example

88% of your staff who did the survey agreed or strongly agreed with 'My organisation uses inclusive and respectful images and language'.
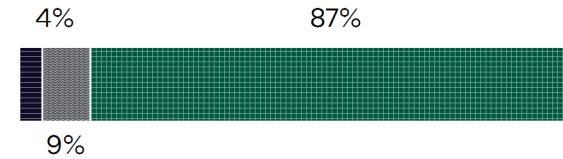
Survey question	Your results			You			Comparator		
			2021	2022	2023	Lowest	Average	Highest
	Disagree	Neither agree nor disagree							
	Don't know	Agree							
My organisation uses inclusive and respectful images and language	3% ... 88% / 2% 7%		91 %	Not asked	88 %	75 %	84 %	90 %
In my workgroup work is allocated fairly, regardless of gender	4% ... 87% / 9%		87 %	Not asked	87 %	73 %	82 %	92 %
My organisation would support me if I needed to take family violence leave	12% ... 84% / 1% 4%		85 %	Not asked	84 %	74 %	82 %	88 %
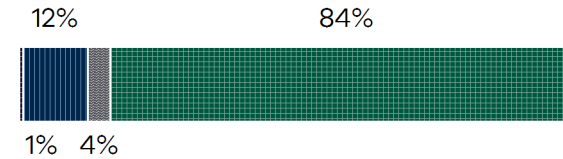
Victorian Public Sector Commission

VICTORIA State Government

Topical questions

What this is

Results for additional questions that gather data on whole of Government sector issues.

Why this is important

The People matter survey is an efficient way to gather data on public sector issues, avoiding additional surveys.

How to read this

Under 'Your results', see results for each question in descending order by most agreed.

'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.

Under 'Benchmark results', compare your comparator groups overall, lowest and highest scores with your own.
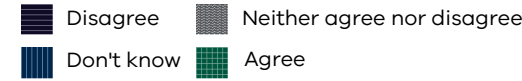
Example

93% of your staff who did the survey agreed or strongly agreed with 'I understand how the Code of Conduct for Victorian public sector employees applies to my work'.
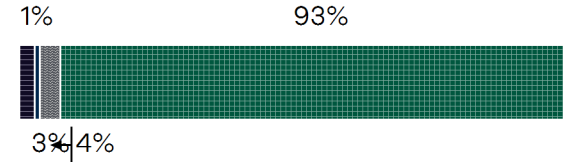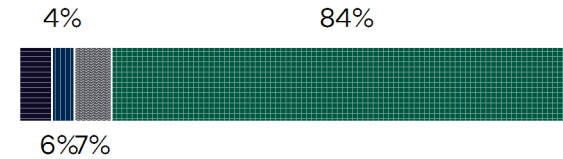
Survey question	Your results			Benchmark agree results			

Legend: Disagree | Don't know | Neither agree nor disagree | Agree

		You			Comparator		
		2021	2022	2023	Lowest	Average	Highest
I understand how the Code of Conduct for Victorian public sector employees applies to my work	1% ... 93% / 3% 4%	Not asked	Not asked	93 %	87 %	93 %	96 %
I am confident that if I requested to go on secondment to support urgent government work, it would be given due consideration	4% ... 84% / 6% 7%	Not asked	Not asked	84 %	52 %	74 %	83 %
My workgroup gives frank and fearless advice to our managers and leaders (including the Minister, where applicable)	3% ... 77% / 9% 11%	Not asked	Not asked	77 %	45 %	56 %	76 %

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People matter survey

2023

Have your say

Overview

Report overview

- About your report
- Privacy and anonymity
- Survey's theoretical framework
- Your comparator group
- Your response rate

Result summary

People outcomes

- Scorecard: engagement index
- Engagement
- Scorecard: satisfaction, stress, intention to stay, inclusion
- Satisfaction
- Work-related stress levels
- Work-related stress causes
- Intention to stay

- Inclusion
- Scorecard: emotional effects of work
- Scorecard: negative behaviour
- Bullying
- Sexual harassment
- Discrimination
- Violence and aggression

Key differences

- Highest scoring
- Lowest scoring
- Most improved
- Most declined
- Biggest positive difference from comparator
- Biggest negative difference from comparator

Taking action

- Taking action questions

Detailed results

Senior leadership

- Senior leadership questions

Organisational climate

- Scorecard
- Organisational integrity
- Collaboration
- Safety climate

Workgroup climate

- Scorecard
- Quality service delivery
- Innovation
- Workgroup support
- Safe to speak up

Job and manager factors

- Scorecard
- Manager leadership
- Manager support
- Workload
- Learning and development
- Job enrichment
- Meaningful work
- Flexible working

Public sector values

- Scorecard
- Responsiveness
- Integrity
- Impartiality
- Accountability
- Respect
- Leadership
- Human rights

Topical questions

- Questions on topical issues, includes additional questions that support the Gender Equality Act 2020

Custom questions

- Questions requested by your organisation

Demographics

- Age, gender, variations in sex characteristics and sexual orientation
- Aboriginal and/or Torres Strait Islander
- Disability
- Cultural diversity
- Employment
- Adjustments
- Caring

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Custom questions

What this is

Your organisation asked 6 custom questions as part of the 2023 survey.

Why this is important

By asking custom questions, organisations make the survey more meaningful to their needs.

How to read this

Under 'Your results' in descending order, you can see the percentage of staff who agreed or disagreed with each question.

In this report, 'Agree' combines responses for agree and strongly agree and 'Disagree' combines responses for disagree and strongly disagree.

Example

87% of staff who did the survey agreed or strongly agreed with 'As a manager, I feel well equipped to have conversations relating to flexible working with my staff'.

Survey question	Your results	Benchmark results
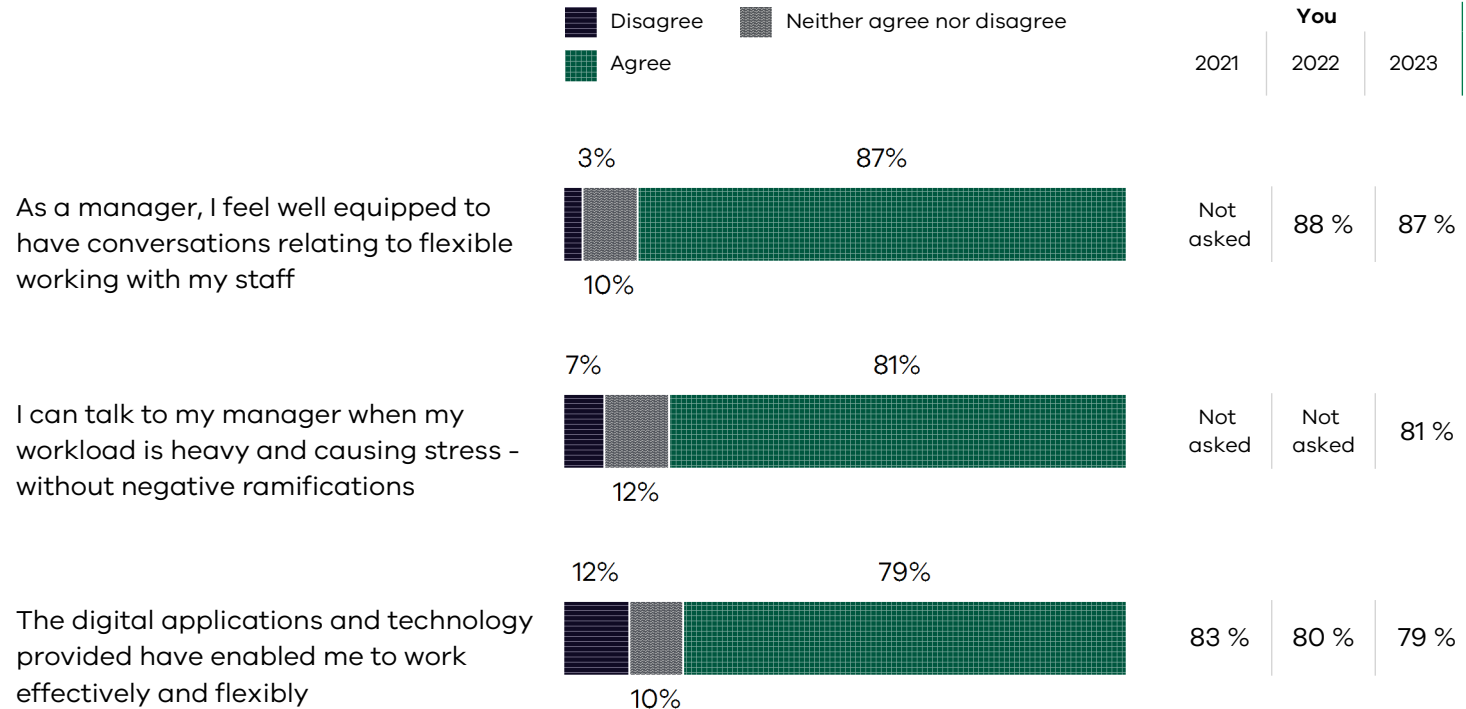
Legend: Disagree | Neither agree nor disagree | Agree

	2021	2022	2023 (You)
As a manager, I feel well equipped to have conversations relating to flexible working with my staff — 3% / 87% / 10%	Not asked	88 %	87 %
I can talk to my manager when my workload is heavy and causing stress - without negative ramifications — 7% / 81% / 12%	Not asked	Not asked	81 %
The digital applications and technology provided have enabled me to work effectively and flexibly — 12% / 79% / 10%	83 %	80 %	79 %

Custom questions

What this is

Your organisation asked 6 custom questions as part of the 2023 survey.

Why this is important

By asking custom questions, organisations make the survey more meaningful to their needs.

How to read this

The table shows you responses to the question 'Thinking about your work-related stress due to workload and/or time pressure, what would help better manage your workload within deadlines'.

Example

37% of staff who did the survey

responded 'Adequate lead time for completing urgent tasks' to the question.

Thinking about your work-related stress due to workload and/or time pressure, what would help better manage your workload within deadlines	You 2023
Adequate lead time for completing urgent tasks	37%
Reduced competing priorities	35%
Prioritisation of workload	22%
Adequate time to complete tasks	22%
Less approval layers	20%
Decreased meetings	15%
Improved systems to support the work	13%
Not covering for underperforming employees	13%
Improved line management	12%
Not covering for other colleagues	12%

Custom questions

What this is

Your organisation asked 6 custom questions as part of the 2023 survey.

Why this is important

By asking custom questions, organisations make the survey more meaningful to their needs.

How to read this

The table shows you responses to the question 'What is your likely career plan for the next 2 years'.

Example

45% of staff who did the survey

responded 'Continue to work in my current workgroup within my organisation' to the question.

What is your likely career plan for the next 2 years	You 2022	You 2023
Continue to work in my current workgroup within my organisation	42%	45%
Move to another Victorian public sector organisation	12%	15%
Don't know	17%	14%
Work in a different workgroup within my organisation	8%	9%
Move to another public service organisation	5%	8%
Stay at my organisation - Other	4%	3%
Move to a private sector organisation	5%	3%
Leave my organisation - Other	4%	2%
Take a career break	1%	1%
Retire	2%	0%

Custom questions

What this is

Your organisation asked 6 custom questions as part of the 2023 survey.

Why this is important

By asking custom questions, organisations make the survey more meaningful to their needs.

How to read this

The table shows you responses to the question 'What major factors are influencing your plan to leave your organisation'.

Example

49% of staff who did the survey

responded 'Opportunity to broaden experience' to the question.

What major factors are influencing your plan to leave your organisation	You 2022	You 2023
Opportunity to broaden experience	44%	49%
Opportunity to seek/take a promotion elsewhere	43%	41%
Better remuneration	23%	26%
Limited future career opportunities at my organisation	36%	26%
Limited opportunities to gain further experience at my organisation	26%	19%
Lack of confidence in senior leadership	26%	18%
Excessive workload	17%	18%
Poor organisational culture	24%	18%
End of contract/secondment	18%	17%
Lack of organisational stability	18%	15%

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Demographics

Age, gender, variations in sex characteristics and sexual orientation

What this is

This is how staff describe their age, gender, variations in sex characteristics and sexual orientation.

Why this is important

This helps organisations understand the diversity of their staff and inform workforce strategies.

How to read this

Each table shows the breakdown of responses from your survey.

The (n) column shows the number of respondents in each category.

How we protect anonymity and privacy

To protect you, we:
- de-identify all survey response data provided to your organisation
- don't release employee experience results when fewer than 10 people in a demographic group have responded to the survey
- don't release employee experience results for demographic groups where organisations have fewer than 30 responses in total.

Age	(n)	%
15-34 years	199	42%
35-54 years	211	45%
55+ years	22	5%
Prefer not to say	37	8%

How would you describe your gender?	(n)	%
Woman	293	62%
Man	135	29%
Prefer not to say	36	8%
Non-binary and I use a different term	5	1%

Are you trans, non-binary or gender diverse?	(n)	%
Yes	8	2%
No	418	89%
Prefer not to say	43	9%

To your knowledge, do you have innate variation(s) of sex characteristics (often called intersex)?*	(n)	%
Yes	2	0%
No	421	90%
Don't know	5	1%
Prefer not to say	41	9%

How do you describe your sexual orientation?	(n)	%
Straight (heterosexual)	316	67%
Prefer not to say	70	15%
Bisexual	28	6%
Gay or lesbian	27	6%
I use a different term	11	2%
Pansexual	7	1%
Don't know	6	1%
Asexual	4	1%

Demographics

Aboriginal and/or Torres Strait Islander employees

What this is

This is staff who identify as Aboriginal and/or Torres Strait Islander.

Why this is important

This helps organisations understand the diversity of their staff and inform workforce strategies.

How to read this

Each table shows the breakdown of responses from your survey.
The (n) column shows the number of respondents in each category.

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Aboriginal and/or Torres Strait Islander	(n)	%
Yes	**21**	4%
Non Aboriginal and/or Torres Strait Islander	**425**	91%
Prefer not to say	**23**	5%

Identified as Aboriginal and/or Torres Strait Islander on your organisations HR system?*	(n)	%
Yes	**20**	95%
Don't know	**1**	5%

Demographics

Disability

What this is

This is staff who identify as a person with disability and how they share that information.

Why this is important

This helps organisations understand the diversity of their staff and inform workforce strategies.

How to read this

Each table shows the breakdown of responses from your survey.

This is staff who identify as a person with disability and how they share that information

The (n) column shows the number of respondents in each category.

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Do you identify as a person with a disability?	(n)	%
Yes	**41**	9%
No	**390**	83%
Prefer not to say	**38**	8%

If so, have you shared your disability information within your organisation (e.g. to your manager or Human Resources staff)?	(n)	%
Yes	**18**	44%
No	**21**	51%
Prefer not to say	**2**	5%

If not, which statement most accurately reflects your decision not to share your disability information within your organisation?	(n)	%
I feel that sharing my disability information will reflect negatively on me	**10**	48%
I do not require any adjustments to be made to perform my role	**5**	24%
My disability does not impact on my ability to perform my role	**5**	24%
Other	**1**	5%

Demographics

Cultural diversity 1 of 2

What this is

These are the personal characteristics of staff.

Why this is important

This helps organisations understand the diversity of their staff and inform workforce strategies.

How to read this

Each table shows the breakdown of responses from your survey.

The (n) column shows the number of respondents in each category.

How we protect anonymity and privacy

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Country of birth	(n)	%
Born in Australia	**358**	76%
Not born in Australia	**72**	15%
Prefer not to say	**39**	8%

If you speak another language with your family or community, what language(s) do you speak?	(n)	%
Other	**33**	49%
Cantonese	**5**	7%
Greek	**5**	7%
Mandarin	**5**	7%
Hindi	**4**	6%
Italian	**3**	4%
Spanish	**3**	4%
Vietnamese	**3**	4%
Arabic	**2**	3%
Punjabi	**2**	3%
Sinhalese	**2**	3%
Tamil	**2**	3%

Language other than English spoken with family or community	(n)	%
Yes	**68**	14%
No	**357**	76%
Prefer not to say	**44**	9%

If you speak another language with your family or community, what language(s) do you speak?	(n)	%
Turkish	**2**	3%
Australian Indigenous Language	**1**	1%
Gujarati	**1**	1%
Macedonian	**1**	1%
Telugu	**1**	1%

Demographics

What this is

This is the cultural identity and religion of staff.

Why this is important

This helps organisations understand the diversity of their staff and inform workforce strategies.

How to read this

Each table shows the breakdown of responses from your survey.

The (n) column shows the number of respondents in each category.

How we protect anonymity and privacy

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Cultural identity	(n)	%
Australian	306	65%
English, Irish, Scottish and/or Welsh	78	17%
European (including Western, Eastern and South-Eastern Europe, and Scandinavia)	51	11%
Prefer not to say	46	10%
East and/or South-East Asian	25	5%
Aboriginal and/or Torres Strait Islander	21	4%
New Zealander	18	4%
Other	18	4%
South Asian	14	3%
Middle Eastern	8	2%
Central and/or South American	4	1%
African	3	1%
North American	2	0%
Pacific Islander	2	0%
Central Asian	1	0%
Maori	1	0%

Religion	(n)	%
No religion	319	68%
Christianity	65	14%
Prefer not to say	55	12%
Judaism	9	2%
Hinduism	6	1%
Islam	5	1%
Buddhism	4	1%
Other	4	1%
Sikhism	2	0%

Demographics

What this is

These are the employment characteristics of staff.

Why this is important

This helps organisations understand the diversity of their staff and inform workforce strategies.

How to read this

Each table shows the breakdown of responses from your survey.

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Working arrangement	(n)	%
Full-Time	400	85%
Part-Time	69	15%

Gross base salary (ongoing/fixed term only)	(n)	%
Prefer not to say	37	8%
Below $80k	24	5%
$80k to $120k	225	49%
$120k to $160k	93	20%
$160k to $200k	35	8%
$200k or more	47	10%

Organisational tenure	(n)	%
<1 year	143	30%
1 to less than 2 years	80	17%
2 to less than 5 years	126	27%
5 to less than 10 years	88	19%
10 to less than 20 years	26	6%
More than 20 years	6	1%

Management responsibility	(n)	%
Non-manager	294	63%
Other manager	92	20%
Manager of other manager(s)	83	18%

Employment type	(n)	%
Ongoing and executive	302	64%
Fixed term	159	34%
Other	8	2%

Demographics

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Primary workplace location over the last 3 months	(n)	%
Melbourne CBD	319	68%
Melbourne: Suburbs	114	24%
Rural	16	3%
Large regional city	15	3%
Other	5	1%

What have been your main places of work over the last 3-months?	(n)	%
Your employer's office	398	85%
A frontline or service delivery location	2	0%
Home or private location	371	79%
A shared office space (where two or more organisations share the same workspace e.g. Gov hubs, suburban hubs etc.)	20	4%
Other	2	0%

Flexible work	(n)	%
Working from an alternative location (e.g. home, hub/shared work space)	278	59%
Flexible start and finish times	162	35%
No, I do not use any flexible work arrangements	91	19%
Part-time	61	13%
Working more hours over fewer days	41	9%
Using leave to work flexible hours	22	5%
Job sharing	16	3%
Study leave	16	3%
Other	6	1%
Purchased leave	5	1%
Shift swap	3	1%

Demographics

Adjustments

What this is

These are adjustments staff requested to perform in their role.

Why this is important

This shows organisations how flexible they are in adjusting for staff.

How to read this

Each demographic area shows the breakdown of responses from your survey results.

The (n) column shows the number of respondents in each category.

How we protect anonymity and privacy

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Have you requested any of the following adjustments at work?*	(n)	%
No, I have not requested adjustments	**329**	70%
Flexible working arrangements	**124**	26%
Physical modifications or improvements to the workplace	**18**	4%
Job redesign or role sharing	**6**	1%
Career development support strategies	**6**	1%
Other	**3**	1%
Accessible communications technologies	**1**	0%

Why did you make this request?	(n)	%
Work-life balance	**80**	57%
Caring responsibilities	**39**	28%
Family responsibilities	**32**	23%
Health	**32**	23%
Study commitments	**13**	9%
Disability	**11**	8%
Other	**5**	4%

What was your experience with making the request?	(n)	%
The adjustments I needed were made and the process was satisfactory	**117**	84%
The adjustments I needed were made but the process was unsatisfactory	**12**	9%
The adjustments I needed were not made	**11**	8%

Demographics

Caring

What this is

These are staff-reported caring responsibilities.

Why this is important

This shows organisations what caring responsibilities their staff have.

How to read this

Each demographic area shows the breakdown of responses from your survey results.

The (n) column shows the number of respondents in each category.

How we protect anonymity and privacy

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Caring responsibility	(n)	%
None of the above	**230**	49%
Primary school aged child(ren)	**76**	16%
Child(ren) - younger than preschool age	**51**	11%
Prefer not to say	**49**	10%
Secondary school aged child(ren)	**41**	9%
Frail or aged person(s)	**32**	7%
Preschool aged child(ren)	**31**	7%
Person(s) with disability	**16**	3%
Person(s) with a medical condition	**15**	3%
Person(s) with a mental illness	**14**	3%
Other	**10**	2%

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